**An Analysis of The Factors Affecting Employee Performance, Turnover, and Retention, The Case Of Specialty Chemicals Industry**

By

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**Doctor of Business Administration**

Submitted In Partial Fulfilment of The Requirements for The Degree Of

Doctor Of Business Administration to Westford University College And UCAM, Spain

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​​​​​Supervisor

**ACKNOWLEDGMENT**

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# ABSTRACT

The study comprehensively analyzes the factors that affect employee performance, retention, and turnover within organizations. By using both qualitative and quantitative analysis, the study reveals valuable insights that help readers gain a deep understanding of the topic. The study mainly focuses on the organizational practices of Speciality Chemical Industry that contribute to employee retention and minimize employee turnover rates.

The quantitative section of the study is based on primary responses collected through a 5-point Likert scale closed-ended questionnaire tool. The questionnaire was administered to 23 employees of Speciality Chemical Industry, and the findings were analyzed to gain insights into the factors that affect employee performance and retention. The results indicate that employees value training and orientation, team-based activities, group meetings, cultural diversity, employment benefits, effective communication, and coordination between employees and employers.

The qualitative section of the study is based on primary responses collected through interviews with 10 participants. The interviews were conducted to obtain in-depth knowledge of the topic, and the responses were analyzed using a thematic analysis approach. The participants shared their experiences and perspectives on the factors contributing to employee retention and turnover. The analysis reveals that employees stay longer in organizations prioritizing employee development, team building, and a positive work environment.

The study reveals that several factors contribute to higher employee retention rates. Investing in employee training and orientation programs can help employees develop new skills and enhance their job performance. Team-based activities and group meetings can foster more vital teamwork and employee collaboration. Promoting cultural diversity can create an inclusive and welcoming work environment that values and respects employees' differences. Employment benefits such as health insurance, retirement plans, and paid leave can help employees feel valued and appreciated. Effective communication and coordination between employees and employers can help build trust and mutual respect.

The study also highlights the importance of self-determination and dedication in boosting employee morale and productivity. When employees feel empowered to take ownership of their work, they are more likely to be engaged and motivated to perform their best.

In conclusion, the study provides valuable insights into the factors that affect employee performance, retention, and turnover within organizations. Organizations can create a positive work environment that attracts and retains talented employees by prioritizing employee development, team building, cultural diversity, employment benefits, effective communication, and self-determination.

# Keywords

*Speciality Chemical Industry, Employee Retention, Employee Engagement, Employee Turnover, Cultural diversity, Employment Benefit*

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# CHAPTER 1 INTRODUCTION

## Background of the Study

A company’s workforce or human capital in this sense is a company’s most valuable resource since it consists of people who create revenues and reliability to shareholders. HR remain the major core competencies where firms rely on to compete in the current stagnant market structure as opposed to tangible and intangible assets. Employees are the greatest investment and biggest value of any company and their contribution will dictate the fate of that enterprise. They hold 85% of the tangible capital of the firm; they are its productivity, capacity, and competency, its growth and speed (Kalyan Prasad Das, 2023). The ultimate goal of an organization is to utilise employees and enhance their efficiency and output because they formulate the product, handle money, market the firm, and document decisions. To summarise, one must not underestimate workers since without them a business can hardly deliver any products or services to its clients. Sometimes a company will be forced to lay off their employees causing turnover, other times, the employees will be dissatisfied with their pay or conditions of service, and therefore they will perform sub-optimally, circulating rumours about the company, and or spiting the company through poor performance. The happiness of the employees should be guided since they are a representation of the business and are bound to market it to their friends, families, and even strangers (Adu-Gyamfi et al., 2021). This point shows that employee satisfaction and happiness draw organisational integrity to help the organisation meet its goals and objectives. It is crucial for the organizations to consider or worth the knowledge it has, expertise, talents, skill sets, and experience that will help in organizaions secure its future in the market and even have a competitive advantage against a rival.

Due to the fast pace at which technology has spread, employment has significantly changed and because of that. People need to adapt to the idea of having to engage in the use of digital tools, and to perform a number of tasks using the current technology. This digital workplace should needs employees enhance and develop in some aspect of learning, fast reaction on unexpected events, and group problem solving. Man and machine relationship which will soon perform more works can also become unconstructive in the digital workplace, according to the imaginations and innovative creative results of employees (Chatterjee et al., 2023). Those who employ technology to find a job, it is not crucial to have the best technology performing the best but how the new situations are managed. The digital literacy should rather focus on our employees and make them more productive and performant. Apart from qualifications of employees and IT applications, digital transformation at the workplace concerns altering the climate and organizational setting. These are long-term large scale organizational changes that are shifting organizations towards a focus on digital innovation and significant employee engagement. Organization transformation can begin with leadership and organizational change of thinking and outlook, and the change of people’s mind-set at personnel level. Pertaining to expectations and perceptions, it is crucial to note that future place of employment needs to be viewed positively as well as the employees’ intention to maintain usage of the digital workplace (Meske, 2019). The changes that occur during the process are beneficial to their general health and wellbeing apart from efficiency and effectiveness.

Work force is also diversifying continuously in the twenty-first century and demographical alterations could affect force structure (Malissa Maria Mahmud and Shiau Foong Wong, 2022). People are the only unique and thus the only strategic resources which can still be utilised strategically as firms today have come to appreciate that talent is a critical resource for competitive advantage. As for their organizations to thrive in the business sect, engaged workers are a strategic partner they employ. Scholars, analysts, corporate practitioners, and policy makers have devoted more attention to the pivotal construct of employee engagement. Work engagement, according to Bryar Sami Abdulrahman et al., is a positive state of mind that can be described as productive or creatively fruitful and satisfying, as well as energetic, committed, and focused. Examples are: high levels of energy, use of the substantive and prefrontal facilities, intent in putting effort in a job, and tenacity even when the job is challenging. Some of the elements of dedication include having a feeling of importance, joy, motivation, and challenge in performing one’s tasks. The level of absorption shows a worker’s attitude towards a task and how interested the worker is in that particular work. Most of the research is focused on one of the three frameworks, the job demands and resources (JDR) framework, and this is based on the premise that if one has significant job/personal funds, they tend to be more engaged at work. Scholars from the developed countries have conducted studies examining various aspects of work attachment-related factors; also, how engagement at work impacts employees’ performance in diverse settings and, particularly in the human services domain.

With a growing body of knowledge on positive organisational (especially positive workplace) Organisational Positive Psychology, firms are increasingly paying more attention to what has been called employee engagement (Raza et al., 2021). It has been emerging that benefits arising out of high level of employee engagement include; enhanced financial performance, better outcomes of employees, and low rates of employee turnover. Specifically, the study concerns engagement of workers as well as potential antecedents, aiming to explore the HR strategies increasing staff engagement, job satisfaction, and intentions to turnover (Wang et al., 2020). It also focuses on the moderating role of the involvement of employees in the relationship between HR practices, organizational commitment, and job satisfaction. This is something that organizations mostly always care so much about especially in the hotel industry and also by academics in the field of human resource management. Since the human resources leave the firm due to the losses of the resources and assets, high turnover rates lead to negative impacts on the organizational performance and profitability. Wage, job attitudes that include job satisfaction, job stress, work load, organization commitment which includes dedication to the organization as well as the level of employee involvement are key indicators that influence turnover.

## Company Background

Speciality Chemical Industry has an excellent role in the global economy, which comprises numerous enterprises that deal with industrial chemicals. The industry transforms inputs such as oil, natural gas, air, water, metals and minerals into over 70,000 product types. Speciality Chemical Industry can be described as a diverse and vast industry that is crucial in the manufacturing of numerous products that are considered indispensable in the contemporary society. Pharmaceuticals to fertilizer, plastic to cosmetics, to name a few, the Speciality Chemical Industry is involved in a multitude of sectors. The degree of competition and uniqueness of this industry is high and requires sufficient resources dedicated towards research with a view of developing new products and enhancing on already existing processes. There are several main players in the sphere in the Speciality Chemical Industry around the world. Some of its key competitors are BASF, Dow Chemicals, SABIC, LyondellBasell, DuPont and many others. All these companies are rather influential in the market; they set trends, Drive the technological process, and determine the requirements to products.

*BASF:* BASF is ranked as the leading chemical company globally with businesses in chemicals, plastics, performance products, agricultural products, and more.

*Dow Chemical:* Dow Chemical Company provides chemical and materials, agrochemicals, and plastic products to the global people. It claims to work on solving problems and delivering value through inventiveness and eco-friendliness.

*SABIC:* Sabic Materials is a Saudi based company chemicals company that mainly deals in chemicals, polymers, fertilizers, and metals and it is one of the world’s largest chemicals companies.

*LyondellBasell:* LyondellBasell is currently a large- scale producer of plastics, chemicals, and refines across the globe. The company operates in the production of olefins as well as polyolefins.

*DuPont:* DuPont is an innovative company dealing with the technology of materials, ingredients and solutions that improve the world’s industry and communities.

## Research Problem

The specialty chemicals industry is dominated by qualified workers especially in the areas of research and development and sales. Lack of these employees is detrimental to the improvement of competitiveness, innovation, and quality of the products to meet the customer needs. Nonetheless, the industry has several issues that are associated with employee retention, performance and turnover. In any organization, employee turnover is costly, time consuming, and damaging to organizational performance due to increased costs, decreased productivity, reduced efficiency and staff motivation, loss of key employees’ skills, and experiences, strained worker-patient and worker-coworker relations, decreased morale and increased tension, increased employee lawsuits, and loss of confidence and credibility among the stakeholders. The purpose of this research will be to assess the relationship between the identified factors and their impact on the specialty chemical employees’ performance, retention, and turnover. In this regard, the research aims at establishing such factors so as to achieve workable and sustainable solutions that would help in enhancing retention of the employees and also their performance which in turn will help in improving the position of the industry in the market.

## Research Aim

The study aims to provide an in-depth analysis of the various factors that influence the performance, turnover, and retention of employees at Speciality Chemical Industry. Industries are a leading chemical manufacturing company in the Gulf region, and the study will focus on the work environment, management practices, and employee experience at the company.

The study will explore the workplace culture, employee engagement, and the extent to which employees feel valued and supported. It will also investigate the compensation and benefits packages offered to employees and their satisfaction with their salaries and benefits. Additionally, the study will analyze the leadership styles and the impact of management practices on employee motivation and productivity.

The training and development opportunities provided to employees will also be evaluated, including the training programs' effectiveness and relevance to the employees' roles and responsibilities.

The study will employ various research methods, including surveys, interviews, and data analysis, to gather comprehensive information from employees and management. The findings of this research will provide valuable insights into the strengths and weaknesses of the current employee management practices at Speciality Chemical Industry and identify areas that require improvement.

Overall, the study will provide an evidence-based understanding of the factors that influence employee performance, turnover, and retention and will recommend strategies to enhance the employee experience, reduce turnover rates, and retain high-performing employees at Speciality Chemical Industry.

## Research Objectives

The objectives of this research are:

* To unravel the factors influencing employees’ performance and turnover in the specialty chemicals industry.
* To understand the level of the relationship between the rates of employee turnover and the level of organizational performance within the industry.
* To find out the most appropriate tactics in the aspect of human resource management specifically; employee retention and performance.
* To give out strategies that the specialty chemicals industry can adopt in the protection and nurturing of their human resource.

## Research Questions

For this research, the study will consider the following research question which will be answer in the study literature.

* What are the factors influencing employees’ performance and turnover in the specialty chemicals industry?
* What would be the level of the relationship between the rates of employee turnover and the level of organizational performance within the industry?
* What could be the appropriate tactics in the aspect of human resource management specifically; employee retention and performance?
* What strategies specialty chemicals industry can adopt in the protection and nurturing of their human resource?

## Research Hypothesis

* H0: There is no significant relationship between supportive working environment and employee performance for staff in Speciality Chemical Industry.
* H1: There is a significant relationship between supportive working environment and employee performance for staff in Speciality Chemical Industry.
* H0: There is no significant relationship between participative leadership approach and employee performance for staff in Speciality Chemical Industry.
* H2: There is a significant relationship between participative leadership approach and employee performance for staff in Speciality Chemical Industry.
* H0: There is no significant relationship between effective communication and employee performance for staff in Speciality Chemical Industry.
* H3: There is a significant relationship between effective communication and employee performance for staff in Speciality Chemical Industry.
* H0: There is no significant relationship between team based working and employee performance for staff in Speciality Chemical Industry.
* H4: There is a significant relationship between team based working and employee performance for staff in Speciality Chemical Industry.

## Significance of the Study/Need of Study

Over the years, several studies have delved into various aspects, such as revenue growth and financial performance, as key indicators of employee engagement. Employee engagement is a critical component that plays a significant role in the success of any organization. However, for companies that rely heavily on employee services, it is crucial to prioritize employee satisfaction through retention and turnover rate. A recent study by Kim, Lee and Jeonghyung (2020) established that employee engagement is the precursor to employee retention, affecting employee performance. The primary aim of this study is to explore the correlation between employee retention, turnover, and performance. Through a thorough analysis of the reasons behind the high employee attrition rate in Speciality Chemical Industry, practical strategies to reduce employee turnover can be developed based on the study's findings.

## Definition of Terms

The definitions presented below will be used as a foundation for the research to investigate the high employee turnover rate within Speciality Chemical Industry. The definitions listed

below will serve as a guide to the various strategies companies can use to combat the issue of employee turnover rates in their organizations.

By examining the different factors that affect employee engagement, motivation, retention, turnover, and labor productivity, readers will understand the importance of conducting this research. Employee engagement refers to the level of commitment and emotional investment an employee has towards their job and the organization. Employee motivation is the driving force behind an employee's behavior, and it is influenced by various factors such as recognition, compensation, and job satisfaction. Employee retention is the process of keeping employees in an organization for an extended period, and organizations must retain their best employees to ensure continuity and productivity. Employee turnover rate is the number of employees who leave an organization in a given period, and it is a crucial metric for measuring the effectiveness of retention strategies. Finally, labor productivity is an essential factor that determines the output of a workforce about the input of resources.

By understanding these primary drivers of employee retention, companies can develop and implement effective strategies to retain their employees. By doing so, they can reduce the costs associated with employee turnover rates and ensure their organization's long-term success.

### Employee Retention

Strategic decisions taken by management to motivate their employees enable an increase in the employee retention ratio within a company. Organizations provide benefits to their employees as a strategic policy to retain them (Kabeyi, 2019). Management contributes to employees by providing them with facilities at the workplace that impact employee retention.

### Employee Turnover

The ratio of employees leaving an organization is termed the employee turnover rate (Singh, 2019). Many companies perform downsizing due to lower productivity ratios and minimal profitability margins that impact increasing turnover rates within companies. Dissatisfaction at the workplace leads to an increase in employee turnover rate within organizations.

### Employee Engagement

Employees' capability to perform in a group with their team members demonstrates employee engagement (Sun & Bunchapattanasakda,2019). Higher employee engagement would raise group productivity and individual performance within firms.

### Employee Performance

Employee performance describes the extent and capability of a worker to perform at the workplace. The workplace environment positively impacts workers' productivity rate (Paais & Pattiruhu,2020).

Figure 1 – Impact of High/Low Employee Engagement

## Organization of the Study

The researcher has organized this study with the following pattern:

1. Introduction

The introductory section of the study provides readers with a comprehensive understanding of the research problem and objectives constructed by the researcher. This section offers valuable insights into the background context of the topic, which helps readers gain an in-depth understanding of the study's purpose. The researcher has organized the objectives within the study to accomplish specific goals, which will help to gain meaningful knowledge.

Readers will learn about the investigator's aims and objectives during the investigation, providing them with valuable knowledge. The study examines how various factors, such as the work environment, employee engagement, and compensation, impact employee performance, turnover, and retention.

Furthermore, readers will understand the enterprise selected for this study by reviewing the company's background information. This text will help readers better understand the significance of the research problem and objectives.

1. Literature Review

The literature review section is a comprehensive and detailed analysis of various research articles and secondary information collected through numerous research studies relevant to the topic. The main objective of constructing a theoretical and conceptual framework is to discuss the factors and drivers that significantly impact employee performance. This framework will provide the basis for the study's structure, incorporating relevant theories and models to enhance its effectiveness. Moreover, by utilizing this framework, readers will gain an overview of the factors that can positively or negatively impact employee turnover, retention, and productivity ratios. By analyzing the intricacies of employee performance, the investigator will be able to comprehend the factors that affect it, such as skill level, motivation, and work environment. This analysis will enable the investigator to develop effective strategies that can help enhance employee outcomes, such as increased productivity, job satisfaction, and overall performance. By implementing these strategies, the investigator can help organizations and their employees to achieve their full potential.

1. Methodology

The methodology section of a research study offers an in-depth understanding of the research methods employed in the investigation. A researcher's choice of research design and approach sets the direction for the study. Furthermore, implementing data collection techniques allows for collecting pertinent knowledge related to a specific topic. In the current study, qualitative and quantitative research designs will be utilized to investigate the research objectives. In addition, primary data will be gathered through questionnaires and interviews to analyze the factors that significantly impact employee productivity, turnover, and retention rates.

1. Findings

The section on findings presents the overall results obtained from the selected research design. The choice between qualitative and quantitative research designs usually depends on the study's subject matter and the researcher's preferred approach to gathering information. In this particular investigation, the researcher used both qualitative and quantitative analysis techniques to gain a comprehensive understanding of the research questions. Statistical software, such as SP, to analyze the quantitative data or Excel. The quantitative findings section presents the results. Moreover, the thematic analysis technique was employed to evaluate the qualitative data and examine the respondents' responses in detail.

1. Discussions

The discussion section in a study serves the purpose of justifying the results obtained by establishing a connection between the findings, the literature review, and the objectives constructed for the study. This section involves a detailed analysis of the qualitative and quantitative results collected during the study, compared with relevant literature studies to provide a comprehensive justification for the study objectives. By critically examining the findings in light of existing literature, researchers can effectively demonstrate the significance and relevance of their study and provide a clear understanding of how their results contribute to the broader body of knowledge in the field.

1. Conclusion and Recommendation

The concluding section of the research report aims to present a comprehensive overview of the study's outcomes. It will enable readers to deeply understand the researcher's achievements or limitations throughout the research process. Moreover, using qualitative and quantitative analysis, the investigator will establish whether the identified factors have a favorable or unfavorable impact on employee performance, turnover, and retention within the organizational context of Speciality Chemical Industry.

# CHAPTER TWO Literature Review

## Introduction

This section of the literature review will investigate valuable insights by exploring crucial aspects while reviewing varied factors that potentially contribute to impacting employees' performance levels, turnover rate and retention margin across the Speciality Chemical Industry. The Speciality Chemical Industry potentially contributes nearly $5.7 trillion to the global GDP margin while supporting estimated jobs of about 120 million (Adetona., 2022). Thence, considering the emphasis on factors that positively motivate employees to retain within chemical companies has become an adequate aspect to investigate. With various theoretical and conceptual frameworks, identical relationships between employee performance, turnover margin and retention would be identified across the Speciality Chemical Industry. Examining various chemical companies regarding the employment policies and procedures that they have implemented with the objective of motivating employees and retaining them within organizational settings is the central emphasis of the research.

Although ample research work has been conducted in the past prescribing factors impacting employees' productivity rate and turnover margin, the Speciality Chemical Industry is not yet fully explored, which raised the researcher’s concentration to effectively conduct research to measure which factors would positively contribute to supporting employees productivity margin and towards their retention across different chemical companies. The study has been investigating chemical companies working internationally to identify how they have managed employee engagement and sustained motivation of their workforce towards expected goals. To understand the connection between employees' performance and the implementation of motivational factors that contribute to retaining workers while minimizing the extent of the turnover rate (Ali and Anwar., 2021).

The employee recruitment rate, while measured in BASF, which is one of the leading and reputable chemical companies, is nearly 9,168 as of 2023 (BASF Report, 2023). Additionally, the ratio of employees who have resigned within the first three years of their employment period is nearly about 1.4% as of 2023 (BASF Report, 2023). It indicates that the employee hiring ratio is comparatively higher, whereas the turnover margin is lower. It demonstrates resourceful employee retention strategies that BASF considered with the aim of motivating employees with the objective of enhancing their satisfaction margin in the long term.

Further, while a measured ratio of employees at Dow Chemical, which is one of the well-reputed chemical firms likewise, BASF etc., has a staff of about 35,900 who work across 31 different countries, nearly 86% of the staff prioritize recommending their friends and associates to apply for job positions at Dow Chemical (Statista, 2023). It demonstrates sustainable recognition that the enterprise has been able to maintain while emphasizing considering factors to improve employee satisfaction and retention within the organizational setting.

The section on the theoretical background would potentially discuss the concept of employee engagement and how it influences workers' performance. A chapter would further explore how companies within the Speciality Chemical Industry have been managing to reduce labour turnover rate while maximizing employee retention through sustainable organizational strategies.

## Theoretical Background

### Impact of staff engagement on workers' performance in the Speciality Chemical Industry

Staff engagement refers to the professional connection of employees while working within the organization. Additionally, employee engagement points to the emotional connectivity that workers experience while interacting with their colleagues within an organizational setting. The level of employee engagement demonstrates how motivated staff members have been towards tasks being allocated by their operational supervisors (Riyanto et al., 2021). Further, it evaluates the extent of potential efforts that workers put forward with the aim of achieving the responsibilities allocated by managers across various operational departments.

Employees who are dedicated to their job responsibilities effectively contribute to performing productively while emphasising practising innovative techniques to successfully accomplish expected operational goals. Career-oriented employees are highly committed towards job tasks being allocated by operational managers; however, workers who are disengaged raise operational costs and are prone to getting dismissed (Edleston., 2023).

Workers' performance is a total ratio of the contribution that employees deliver based on their efforts to achieve expected organizational goals. Staff engagement is positively related to workers' productivity margin (Lambert et al., 2021). Employees working in well-recognized chemical companies, i.e. SABIC, DuPont, etc., have higher productivity margins due to sustainable operational support provided by operational supervisors, leading to sustained organizational outcomes. Employee turnover margin is comparatively lower within multinational companies as these organizations prioritize employment benefits offered by companies to their dedicated group of workers.

To measure how well employees have been performing and contributing towards allocated tasks, timely performance evaluations must be conducted to measure the extent of dedication margin among workers to perform tasks. By evaluating workers' performance rates, human resource managers within Speciality Chemical Industry firms can recognize workers who would potentially serve based on their skills and experience towards assigned job duties (Benevene and Buonomo., 2020). However, organizations in the Speciality Chemical Industry should consider those factors that would potentially contribute to improving workers' performance and their productivity margin towards expected goals.

Additionally, while measuring performance among workers, well-deserving employees should be encouraged and motivated to maintain consistency within their performance rate. A skill evaluation is a necessary aspect of the Speciality Chemical Industry that would assist human resource managers in undertaking responsible decisions to retain well-performing candidates while considering the decision to dismiss the workforce who are recognized to be underperforming (Hamori., 2021).

The Speciality Chemical Industry has been significantly emphasizing developing a sustainable workplace culture for employees by promoting a valued-added workplace environment where employees are provided with equal opportunities to participate in decision-making and encouraged to present their perspectives and creative ideas that would be resourceful towards sustainable accomplishment to firms' goals (Mpofu., 2022). Employees' engagement and performance are highly dependent on how chemical companies make them feel comfortable enough to deliver their efficiencies based on dedication.

Two-way communication tactics and constructive feedback are measured to be resourceful practices that would contribute to enhancing labourers' level of engagement within organizational tasks and assist in raising individual performance rates (Mbhele and De.,2021). Providing timely performance-based reviews would make employees knowledgeable about what is expected of them and how they are currently performing. With strategic guidance by operational supervisors, employees are directed on how they would effectively contribute towards expected outcomes. With regular feedback, employees are motivated to improve their performance while executing their efforts, which leads towards higher job productivity (Paais and Pattiruhu., 2020).

Employee engagement in the Speciality Chemical Industry is highly dependent on consistent participation and timely involvement by managers with employees (Maryam et al.,2021). Managers should maintain trustworthy relationships with employees to ensure that workers share their work-related complications with their operational supervisors, who can potentially guide and motivate employees to meet expected organizational outcomes. It would develop sustainable workplace relationships between operational supervisors and staff that would lead to better job performance and higher productivity margins through consistent engagement.

Speciality Chemical companies with a larger proportion of employees adequately emphasize considering activities that would potentially engage workers towards organizational productivity (Fracaro et al., 2021). The Speciality Chemical Industry has invested in labour training practices with the objective of working on employees who are underperforming and who fail to execute their productivity in parallel with expected organizational goals. Additionally, a study conducted by Galeazzo et al.(2021) mentioned that workplace autonomy contributes to maintaining employees' productivity higher; however, lack of performance is measured among staff who feel more controlled by their operational supervisors. Chemical companies that prioritize the autonomy of workers at the workplace are able to motivate and retain employees for the long term.

Additionally, lack of employee engagement within the decision-making phase raises trust-related challenges for workers; however, workers who feel that their managers potentially trust them in sharing their ideas and perspectives feel secure and motivated within an organizational setting. The Speciality Chemical Industry should promote autonomy in the workplace while supporting workers in effectively performing their job responsibilities by encouraging staff to engage fairly within the decision-making phase (Li et al., 2021).

In addition managers in Speciality Chemical Industry would contribute effectively by emphasizing on constructing positive working environment as operational managers would contribute by strategically guiding and supporting employees to ensure that they would remain motivated while performing their tasks. Staff engagement is highly dependent on workers performance rate (Behie et al., 2020). Workplace engagement highly depends on operational relationship with managers and other staff that positively motivate employees to contribute towards expected milestones. Study conducted by Pham et al.(2023) concluded that employee retention enable firm to effectively maintain sustainable workplace correlation between internal stakeholders that would contribute in developing healthy workplace relationship that leads to productive performance by employees.

Speciality Chemical Industry should emphasize on organizing inclusive workplace environment in which employees from varied cultural backgrounds potentially perform in teams/groups etc. to effectively contribute towards organizational goals (Weber and Gaggiotti., 2024). By constructing healthier workplace relationship among staff and managers would support efficacy at workplace. By conducting team meetings individual employee concerns would be adequately addressed as it support workers to dedicatedly deliver their performance to meet operational goals. Managers should interact with their team members to identify operational challenges that they come-across while performing their tasks (Byrne and Eddy., 2023). Operational engagement is essential component that would contribute towards increased performance for workers within Speciality Chemical Industry.

The literature focuses on developing models that provide a clear explanation for engaged employees on how their performance contributes to the company's overall success.

Through these efforts, businesses can better understand how employee engagement can impact their bottom line and overall success.

### Employee Turnover/Retention

The workstation, competency, and tenure of the employee are critical success factors of those involving the Speciality Chemical Industry because most assignments require the input of skilled personnel in the organization. Previous literature indicates that employee engagement is a multi-faceted concept that includes the efforts that are made to encourage employees to feel obligated, committed and to ensure that the employees’ objectives are in sync with those of the organisation (Saleem et al., 2023). On the other hand, employee retention entails maintaining employees within the organization in order that the costs of turnover, including, recruitment, training and productivity losses are kept to a minimum.

According to Nsama and Lumai, (2023), Proper implementation of various strategies, which rightfully relate to the sphere of employee engagement, positively influences the general organizational climate as well as the satisfaction of the workers. This in return results to increase in productivity and hence increases profitability. For example, strategies that have been adopted in major organizations such as BASF, Dow Chemical, SABIC, LyondellBasell as well as DuPont entailed excellent and effective employee engagement strategies that helped in increasing the productivity of employees and overall heights of companies’ performance. Some of these strategies may include; professional development for the employees, award systems, and organizational Designs that support employee well-being and job commitment.

Happy workers are likely to remain committed to their employers hence, decreasing instances of staff turnovers and all costs that come with it. High turnover can indeed be damaging in Speciality Chemical Industry because employees handling chemicals require certain expertise to avoid dangerous situations (Abdelazim, 2023). Therefore, employee turnover costs comprise not only the direct expenses for searching and training; further more it entails expenses from interruption of projects, organization, and loss of experience.

Thus, engagement increases employees’ loyalty and decreases turnover, contributing to the cultivation of a specific culture in the company. For instance, BASF has noticed that through its engagement initiatives it has better and more stable employees than those of other companies’ averaged turnover (Abdelazim, 2023). For instance, Dow Chemical has discovered that focusing on the assets of employees as a company asset in terms of health and improved training will help ensure that the company is able to keep its best workers on board and those workers will be satisfied with their employment status (Saleem et al., 2023).

Therefore, it can be suggested that the Speciality Chemical Industry receives high advantages from the initiatives on employee engagement and retention. It also lowers the extremely high costs that are incurred in cases of staff turnover while at the same time enhancing productivity and profitability. Such leading chemical organizations as BASF, the Dow Chemical Company, SABIC, LyondellBasell, and DuPont can be mentioned as great examples of how the strategic focus on the effective fulfillment of the tasks related to the engagement and retention of the employees can contribute to the achievement of the company’s strategic goals and objectives.

### Self-determination Theory

Engaging employees is one of the critical components of sales effectiveness in any organization and especially in the Speciality Chemical Industry. Organizational Self-Determination Theory (OST) is a dominant theory that explains the autonomy, competence, and relatedness in the context of employees’ behavioral engagement (Scharp et al., 2022). Several studies done from self-determination perspective postulate that engagement is experienced when the necessary psychological needs of employer and employees such as autonomy, competence and relatedness are fulfilled. Effects include decrease in the levels of attrition, increase in performance levels as well as profits.

SDT suggests that when personnel is made to feel self-directed, skillful, and related to other people in their workplace they are bound to be innovative, dedicated and productive. Thus, this theory points to the effect of developing the organizational context for these Psy-chological Needs. For instance, BASF, and DuPont corporate organizations have developed useful policies and standards that are in compliance with SDT principles that include; flexibility in working hours, training, and teamwork (MAKORI, 2020).

The Kahn model of employee engagement complements SDT by emphasizing the psychological conditions necessary for engagement: These pertain to the degree of meaningfulness of the artifact to the user, how safe it is and how accessible to the user. Basically, this model tries to convey that an employee is more likely to be motivated when he or she wants to do what is required of him or her, feels free to do it, and believes that he or she has the tools to do it. The necessity for making chemical companies psychologically secure spaces is even higher because there can always be some risks regarding chemical activity (Lazorko et al., 2021). Thus it is significant for the companies to take sanctions for the implementation of safety measures and trainings that would make employees to have a secure feeling on the company’s premises hence increasing their level of engagement.

Moreover, there is understanding of measures of engagement according to the Gallup model of the employee engagement. This model categorizes employees into three groups: Making was concluded into three categories being engaged, not engaged and actively disengaged. Highly involved employees are those who are fully committed to their duties and are very interested in the job they are doing. Not engaged employees are mostly ‘disconnected’ from any sort of passion they had for work and are just doing the bare minimum. Dissatisfied workers not only are unhappy at work but may also create dissatisfied worker or work against the interest of the organization (Yean et al., 2022). The Gallup model is centered on personal engagement and interest in the work stating that they are vital factors to organizational success.

Successful promotion of employees’ engagement can be based on several activities List of such strategies that chemical companies may use: For example, BASF and DuPont have user-friendly and efficient training facilities and future development programs for the employees; these are among the factors that positively influence competence self-perceivers. Organized relation to Dow Chemical’s people strategy is a relation to the company developed sense of relation shipping between the company and its staff. According to SABIC and LyondellBasell’s websites, they promote such organizational cultures as flexible working and working patterns and work-life balance, focusing on the employees’ decision-making authority.

They also offer good employer benefits, which include supportive health and welfare initiatives as well as financial structures and opportunities in career progression. Thus, such benefits do not only preserve and help attract the workforce, but also increase the level of engagement that stems from employees’ multiple needs and desires. For instance, the focus on sustainability and innovations that BASF displays also appeals to the employees with respect to CSR, thus increases their motivation.

Hence, based on self-determination theory and contributions of such models as Kahn’s and Gallup’s, Speciality Chemical Industry needs to consider a set of principles for improving engagement guidelines. These three aspects include autonomy, competence, and relatedness which when met increases the level of meaning and psychological safety that employees experience in the organizations thus lowering the turnover rate and increasing productivity. Other chemical companies show how free employee engagement program application can help leading chemical companies achieve long-term organizational development.

### Hertzberg's factor theory

In 1959, Frederick Hertzberg presented two factor theory which elaborates insights regarding job factors that contribute significantly while influencing on improving satisfaction within employees while others factors that reduce dissatisfaction within workforce (Fazilat, 2021). Two factors that are prominently outlined in this theory includes hygiene and motivation.

Hygiene factors are those that improve motivation among staff while, although significantly, not enabling a reduction in satisfaction among the workforce (Alrawahi et al., 2020). However, in the absence of these factors, an increased ratio of dissatisfaction could be measured among employees. Hygiene factors include the pay scale offered to employees, fringe benefits provided to the workforce, physical workplace conditions, interpersonal relationships, job security, etc.

Additionally, motivational factors are those elements that support a higher job satisfaction margin among workers. Based on these factors, employees value performing and consistently delivering their productive efforts to attain expected operational outcomes (Büyükbeşe et al., 2023). Staff prioritize these factors at the workplace while executing their job responsibilities. Motivational factors include employee recognition, growth opportunities achieved by workers, and appreciation by managers. Employees are emotionally attached to motivational factors, and the sustained implementation of these factors leads to increased workplace retention among staff.

### Employee Engagement- Source of Positive Behaviour for Employee Base

Employee engagement is a crucial concept that many academics and businesses have explored for a long time. This concept refers to employees' commitment and participation towards their work within a company. It is an important topic as it can significantly influence productivity and create a healthy organizational environment.

Over time, various researchers and organizations have studied employee engagement using different terminologies and explanations. These studies have contributed to different definitions of employee engagement. For instance, Tran's definition highlights employees' emotional engagement and alignment towards the organization's goals. This definition emphasizes the roots of the concept of commitment and loyalty.

Similarly, Tomietto et al. view employee engagement as a dynamic state of mind characterized by liveliness, devotion, and uptake. This approach emphasizes the energy and enthusiasm engaged people bring to their jobs. On the other hand, Wang et al. focus on work attributes that foster involvement, with an emphasis on the capacity to do jobs expertly and speak up for the employer. This definition underscores the link between engagement and advocacy, where engaged people demonstrate competence and an optimistic view that goes beyond work performance, including praising the organization.

Moreover, social connections play a significant role in establishing employee engagement. The relational component expands the idea by highlighting the connection between a person's commitment, psychological condition, work-related traits, and interpersonal relationships. Genuine connections inside the company encourage cooperative actions, information exchange, and mutual support.

Kahn's approach highlights external elements influencing employee engagement, such as favorable workplace conditions, safety regulations, work schedules, and optimism. This viewpoint emphasizes the value of a supportive work environment, safety precautions, and a positive vibe in fostering participation. Hazzaa, Oja, and Jung propose that employee engagement is a psychological state intrinsically motivated by a person's congruence with their beliefs and professional goals. This focus on the inner compass highlights self-driven behaviors, including initiative, looking for possibilities for improvement, and showing adaptability.

Employee engagement is a complex web of dedication, psychological vigor, job requirements, environmental variables, social ties, and personal alignment. It defies a simple definition and embraces a range of viewpoints that provide light on the complex ways in which people interact, contribute, and succeed within organizational environments. The concept is critical for organizations to create a positive work environment, improve productivity, and achieve their goals.

picture. Understanding these factors helps employees align their work with the organization's objectives and motivates them to put their best effort into their work.

Heroism is thus another important consideration in the working environment since it determines the proportion of workforce engagement. This paper reviews the literature on factors that lead to employees’ engagement and explains how engaged employees display high motivation, commitment, and productivity – all key factors that positively impact the organization. SDT and the Gallup model describe the processes that lie at the root of such occurrences.

SDT indicates that if the employees’ psyche is to engage and fulfill the need for autonomy, competence, and relatedness, the chances are high that most of the employees will be motivated intrinsically. This engagement shows up as new ideas, improved interpersonal relations, and willingness to solve problems on one’s own or in a team. In fulfilling the need for career progression and the non-judgmental work climate, such companies as BASF and DuPont can provide good examples of how the needs can be met and result in improved engagement.

The involvement of the employees in the Gallup model further complements by stating that workers with passion exhibit high levels of interest in their tasks; therefore, they do not absent themselves from work or resign from their duties. In the Speciality Chemical Industry, where the issues of safety and accuracy are critical, the key workforce would comply with the standards of safety measures and add up to the corporate culture solely for progressive developments. Therefore, increasing activity in the workplace by considering the psychological requirement of the staff in relation to work environment increases effectiveness and success of the organization.

### Self-Determination Theory

Besides other qualitative and quantitative studies, studies conducted with theoretical models affirm that employee engagement is vital in promoting positive behavioural outcomes in organisations. Another widely-discussed theoretical framework for the importance of employee engagement is the Self-Determination Theory (SDT) by Deci & Ryan, formulated in the 1980s. According to the SDT, human beings have inherent psychological needs, including the need to control one's behaviour, feel competent, and belong. When the needs are met, people will present positive, self-initiated, and engaged behaviours (Vallerand, 2021).

Specifically, the discussion of autonomy is very important in the case of the Speciality Chemical Industry and employee engagement strategies. According to SDT, engaged workers self-organise whenever they experience high levels of perceived autonomy, believing that their work is meaningful and functions as a matter of personal concern. That kind of independence can lead to favourable behaviours, including concerns, initiative, innovation, and even seeking learning opportunities (Caffrey & Browne, 2022). For example, large-scale chemical industries such as BASF and Dow Chemicals adopted indigenous policies that allowed their employees to act upon some cases independently, which increased their sense of responsibility. In one research by Faraz et al. (2021), this is seen as the positive relation between engagement and internal locus of control, which makes the worker self-organise for problem-solving and contribute positively to the team and the organisation.

Another component, relatedness, is also important in the Speciality Chemical Industry when applying SDT. Auspicious engagement means people can foster healthy relationships with their co-workers and the organisation (Srimulyani & Hermanto, 2022). They create identity characteristics and emotional bonds, which lead to constructive activities. This means there will be more cooperation and exchange of information; people will support each other, thus creating teamwork and togetherness in the workplace. Some policies include social interactions and team activities conducted by companies like SABIC and Dow Chemicals; employees' interpersonal relationships are strengthened.

The competence aspect of SDT is also important in the Speciality Chemical Industry and deals with the internal motivation leading from people's basic psychological needs. Involved employees get to work on tasks that are assigned to them in the capacity of their skills and talents, hence having a feeling of accomplishment. It creates a sense of competence, influencing their self-efficacy and enabling them to make that significant change. Consequently, they are ready to solve complex problems, accept innovations and promote themselves in their organisations (Goldfarb et al., 2019). For instance, LyondellBasell has training programs and career progression to guarantee employees' perceived competency and organisational self-efficacy.

However, it should be noted that there is a two-way interaction between the degree of engagement of the employees and the positive behavioural outcomes, as postulated by Ababneh (2021). Positive behaviours can enhance engagement, though they are equally considered a form of engagement. The giving and receiving of support and cooperation help 'recharge' and renew employees' commitment and feelings of identification with their work. For instance, there are mentorship programs that people at DuPont participate in; they note that they are more engaged at work, and when more employees are engaged, the organisation benefits from an improved climate.

Thus, it can be concluded that the Self-determination theory, as a framework approving autonomy, competence, and relatedness, describes the intricate and reciprocal relations between EE and positive behaviour in the organisational environment. Companies in the Speciality Chemical Industry can apply this understanding to design conditions under which employees will self-motivate to the best of their abilities.

### Insights into the Interplay Between Employee Engagement, Turnover, and Retention Gleaned from Pre-existing Theories and Research

Today's workplace environments, especially those of Speciality Chemical Industry companies, force organisations to dedicate vast amounts of time and money to examining the relationship between employee motivation, productivity, turnover, and talent management. These factors are mutually related and dependent on each other, and the influence they can exert on the fortune and existence of a given organisation is immense. Thus, revealing the dynamics of these components is critical to devising strategies to improve these components.

The existing literature shows that engagement, performance, turnover, and retention indexes are four complex facts impacted by several aspects. First of all, it is possible to mention such key aspects as leadership, which plays a crucial role in the engagement and performance of employees. Organisational leaders who communicate effectively, respond to their subordinates' needs, and develop their employees' skills have higher workplace productivity (Mohammed, 2021). BASF has used the leadership development program to guarantee that its leaders can encourage engagement and employee performance. Other organisations, such as Dow Chemicals, have also followed the same practice.

Organisational and workplace environments are also important in orchestrating engagement and performance. A positive organisational work culture in which subordinates care about and care about employees' welfare can enhance their commitment and self-satisfaction. For instance, SABIC has gained several accreditations in recognition of the company's efforts to develop a healthy employee environment and human capital development.

Turnover and retention are crucial factors of the employment relationship that, in many ways, influence a firm's financial and qualitative performance. It has been found that high turnover rates for employees are linked to costs like those incurred in the recruitment process and the training process, as well as the lost productivity rate. However, High employee turnover can have benefits, such as increased job satisfaction and productivity, because only some employees have to be trained. Mohammed's (2021) study establishes that conversant employee turnover is lower than that of their counterparts who either resigned willingly or were fired from their organisations.

Various surveys have shown that organisations where employees are engaged with their work have lower turnover rates and higher retention rates. Employees' commitment positively affects their retention because they are attached to the organisation. Thus, they are encouraged to remain part of it due to perceived organisational support and meaningfulness of the job. For instance, LyondellBasell has also embarked on matters such as recognition of employee programs and career advancement programs that have positively impacted the retention level.

Also, the relationship between engagement, performance, turnover, and retention is quite dynamic, making it imperative to comprehend the factors that determine these aspects to the success and sustenance of today's organisations. In assessing the different components, factors affecting these components can be identified by the companies and measures put in place to enhance these aspects, leading to a healthier, more productive and thriving workforce. For example, BASF, the chemical company, has recently adopted a complex approach to engaging its employees: leadership development, work-life balance enhancement, and further career opportunities; the employees demonstrated high engagement, performance, and turnover.

In today's work environments, extensive efforts are dedicated to actualising the relationships between engagement, productivity, attrition, and loyalty. Mohammed (2021) recommended that firms understand how these components relate to each other before enhancing E interactions and attaining success in the long term. Understanding the connections between these components provides valuable information to companies in enhancing employee health and workforce overall performance and well-being.

In conclusion, social workers' engagement is a key motivator for positive behaviour, performance, and turnover. The concept of self-determination theory offers a sound theoretical foundation for understanding how the employee's psychological needs for autonomy, competence, and relatedness can be met through approach and support in the organisation to increase engagement and promote positive action. Moreover, studies point to leadership, organisational culture, and job satisfaction as factors influencing employee engagement and performance. Hence, it is possible to advocate specific recommendations for engaging the employee social network to support Speciality Chemical Industry companies' efforts in securing higher staff retention, decreased turnover and overall improved business performance and stability.

### Performance of Employees and Employee Engagement

There is a well-established correlation between employee engagement and job performance, as evidenced by several theories and studies. When employees are engaged in their work, they are more likely to be motivated to perform at their highest level and demonstrate a deep commitment to the company's success. This means they are more likely to put in extra effort and go the extra mile to achieve their goals.

One such theory is Blau's Social Exchange Theory, which posits that employees who feel valued and cared for by their employer are more likely to be engaged in their jobs and put in extra effort. This theory suggests that employees who believe their employer is invested in their development and well-being are likelier to feel a sense of loyalty and commitment to the company.

In addition to this, engaged employees are driven by a sense of purpose and importance in the work that they do. This means they are more likely to be passionate about their work and take pride in their accomplishments. They are also more likely to be proactive in their approach to work, taking ownership of their tasks and responsibilities and seeking opportunities for growth and development.

Recent research by Krekel et al. (2019) has found a direct correlation between employee engagement and key performance metrics such as revenue, efficiency, and customer satisfaction. Companies that invest in employee engagement are likely to see a positive impact on their bottom line. A meta-analysis conducted by Li et al. (2021) has also found that engaged

employees have better job performance, indicating that the positive effects of employee engagement are not limited to specific industries or job types.

The evidence suggests that employee engagement is critical to driving individual and collective outcomes. Employers who invest in employee engagement are likely to see a positive impact on their performance metrics. In contrast, employees engaged in their work are more likely to be motivated, productive, and committed to the company's success.

### Employee Engagement and Employee Turnover and Retention

High employee turnover rates can significantly negatively impact a company's stability and development. To understand the connection between employee engagement and retention, researchers have conducted studies and found that employees who are more involved in their jobs are less likely to search for employment elsewhere. **According to Meyer and Allen's Organisational Commitment Theory, employees with a solid emotional connection with their organization are less likely to contribute to employee turnover.** This is because these employees are more devoted to the firm, are generally more satisfied with their jobs, and are, therefore, more loyal to the company.

**Research in the real world has further supported this relationship. Engaged employees are less likely to think about quitting their positions, as shown in research by Santhanam and Srinivas (2019).** This study found that higher levels of employee engagement were associated with lower turnover intentions. Additionally, **studies conducted by Wang et al. (2020) have found that employee engagement has a negative correlation with turnover rates.** Higher employee engagement is associated with a lower employee turnover rate.

Therefore, companies must invest in strategies that can boost employee engagement. By doing so, companies can ensure their long-term health by reducing employee turnover and increasing employee retention. This helps maintain a stable workforce and leads to a more satisfied and productive workforce. Companies can use various methods to increase employee engagement, such as providing opportunities for growth and development, recognizing and rewarding employees for their hard work, and fostering a positive work culture.

### Examples of Factors that Alter the Result and Boundary Conditions

It can be stated that there is a strong relationship between the levels of employee engagement, performance, turnover, and retention, especially in the Speciality Chemical Industry. But to implement such relationships and maximize their effectiveness it is crucial to understand moderating factors and boundaries of these processes.

#### Characteristics of Work

Therefore, nature of tasks, amount of autonomy and kind of support influence the strength and direction of the correlation between engagement, performance, turnover and retention. In Speciality Chemical Industry for instance, one might find the job description as consisting of complex and risky exercises and, at the other end of extreme, monotonous, simple and standard work. To fathom how these job characteristics shape engagement, the Job Demands-Resources (JD-R) Model will be used with reference to Radic et al. (2020). Job demands can be defined as the level of physical and psychological requirements expected of the employees and these include time pressure and physical effort which if not met with corresponding job resources like decision authority, organizational support, and performance feedback are likely to cause burnout and disengagement among the employees.

For instance, if workers in chemical plant respond positively to high autonomy in their jobs, then performance will be high as well as the retention rates low. On the other hand, if there is no autonomy or support, there become high levels of frustration, low productivity, and high turnover. Giving employees the chance to be involved in their daily activities as found in BASF can in an organizations’ way improve performance and employees’ turnover intentions.

#### Organizational Culture

Thus, organizational culture that includes such elements as values, norms, and patterns of communication in an organization is considered to be the critical factor that defines the efficacy of the employment engagement initiatives. In Speciality Chemical Industry, safety is always an issue that should be given most importance and hence having a safety culture which creates the impression of the management to the employees can bring about changes in the levels of engagement. DuPont’s reporting management culture based on open communication and constant improvement for reasons of achieving safety can enhance employees’ satisfaction and actual commitment.

Also, adaptive or knowledge-driven organizations like Dow Chemicals can foster human capital by providing a suitable environment that enhances their employees’ performances. These types of structures can also result in better retention because the employee understands that he or she has reachable career advancement opportunities within the firm.

#### Leadership Methods

Employer’s style and attitude to the workers determines whether engagement will enhance performance and reduce turnover. Of the leadership styles, transformational leadership which entails appealing to the higher purpose enlightening employees and directing them towards a common goal of organizational success has been proved to improve employee committment. In chemical production organization, especially when the work pressure and the job requirements are high, the leader has a crucial role. The managers who perform the acts such as communication, appreciation, and support in professional development will engage the employees and make them more committed to their job.

For example, at LyondellBasell low supervision is a useful tool for establishing the best practice during the decision-making process where leaders spend time with the team and give constructive criticism. Thus, the application of this leadership approach increases the level of satisfaction of employees and helps to decrease the number of turnovers because it makes people feel protected in the company.

### Description of the Organization’s Processes

The promotion of employees’ engagement is one of the key drivers of the chemical businesses operations. Organizational commitment is that passion that an employee has toward his or her work, the organization and the goals formulated. This because when one is committed to their job they regard it as their own hence doing it to the best of their abilities. This in and of itself results in higher performance, lower turnover rates, and higher retention rates.

#### Comprehensive Engagement Strategies

That is why all the organizations active in the Speciality Chemical Industry should develop detailed engagement strategies to enhance organizational effectiveness and reduce the levels of the employee turnover. The need to grant individuals new experiences helps to develop their personality and useful skills, thus, boosting engagement levels among the workforce. For instance, BASF has numerous training programs and possibilities for the career advancement, so the worker enhances their abilities and stays interested.

Another important intervention is the maintaining of a healthy work life balance. Companies today such as SABIC have implemented policies like liberal working arrangements and wellness programs to boost the wellbeing of the employee. In addition to increasing the level of activity, extragalitarian offerings support the increased retention of personnel as they become aware of their value to the company.

#### Enhancing Employee Well-being

Promoting the health of the employees by being responsive to the basic needs of healthcare or physical fitness and work-life balance through several programs can boost the level of performance considerably. Large corporations like Dow Chemicals offer exhaustive health and wellness programs to ensure their workers’ physical and psychological well-being. Such programs could be health fomentation, fitness centers, stress management programs and other counseling services.

These connections are developed by top executives of the respective organizations because they are crucial in the management of business operations. Employees’ engagement increases the positive outcome of their performance since it is promoted by an organization to make an effective environment to work for that organization where they respect the efforts made by the employees, and this decreases the turnover ratio. Managers should encourage subordinates and peers to trust each other and make everyone adhere to the principles of openness and tolerance. For instance, DuPont has many leadership practices, including open communication, acknowledgement of employee’s efforts, etc, which significantly establish the link between:

#### Adapting to Environmental and Regulatory Factors

Due to such interaction, firms have to address numerous environmental and regulatory issues in their engagement programmes. The Speciality Chemical Industry is highly governed, and it plays a great role to adhere to the environmental and safety measures. These approaches to compliance can increase the level of employee participation in the organization and ensure they are committed to supporting the organization’s goals. For instance, employees who are trained in safety matters or let to develop the safety practices will be more committed to practising safety measures.

#### Cultivating a Dedicated Workforce

This way, the organizations in the Speciality Chemical Industry can strengthen their human capital by increasing the level of the employees’ commitment, satisfaction, and passion. Engagement fosters performance, increases the rates of retention on the employees and increases competitiveness and efficiency in an ever evolving business world. For instance, LyondellBasell has the engagement policies such as professional learning, wellness initiatives, and Two-Way communication; hence, has a highly involved workforce.

To sum up, familiarity with the factors that affect employees’ engagement, performance, turnover, and retention is essential for the Speciality Chemical Industry-based organizations. Concerning the characteristics of work, organizational culture and leadership methods, the dedicated strategies when used in an overall and efficiency based manner help to shape positive work environment that leads to high levels of engagement and low levels of turnover. These results not only in increasing productivity and decreasing the turnover rate but also fix the company for a long term prognosis in a clearly competitive field of the Speciality Chemical Industry.

### A Comprehensive Examination of Various Theoretical Models Concerning Employee Engagement

Over the last several years, there has been a notable shift in organizational studies. The primary emphasis of the study has moved from the traditional measurements of job satisfaction to a broader understanding of the factors that impact employee loyalty, motivation, and performance. The concept of employee engagement has gained significant attention from researchers, as it is considered a critical factor in organizational success.

Several theoretical models have been developed to understand employee engagement's intricacies better. This study focuses on three influential models, including Kahn's Model of

Psychological Availability, Safety, and Meaningfulness, Gallup's Model of Employee Engagement and Organizational Connection, and other models analogous to those found in the existing body of research.

Kahn's model of Psychological Availability, Safety, and Meaningfulness is based on the idea that employees must feel psychologically available and safe and find their work meaningful to be fully engaged. Gallup's model of Employee Engagement and Organizational Connection emphasizes the importance of an employee's emotional connection to their work and the organization and their alignment with organizational goals.

By examining each model's primary concepts and contributions, we can gain a deeper understanding of the drivers and processes involved in the concept of employee engagement. This study aims to provide a comprehensive overview of these models and how they contribute to our understanding of employee engagement.

### The Model Developed by Kahn That Accounts for Psychological Availability, Safety, And Meaning

William A. Kahn is a renowned organizational psychologist who developed a model that emphasizes the psychological factors contributing to increased employee engagement. This model consists of three interconnected aspects that are crucial in determining employee engagement levels:

**a) Psychological Availability**: This aspect considers whether workers are willing and able to give their full attention to their work. It means being fully present and attentive to tasks, responsibilities, and people around them. When workers experience emotional attachment to their jobs are more likely to become immersed in their work, resulting in higher levels of employee engagement. This aspect also considers whether employees feel their work is meaningful.

**b) Psychological Safety**: According to Kahn, it is essential to ensure that employees feel secure enough to communicate their ideas, thoughts, and concerns without fear of reprisal. When people feel safe, they are more likely to be open with one another, collaborate, and take risks. This aspect also involves creating a culture of trust, where employees feel their contributions are valued and appreciated.

**c) Psychological Meaningfulness**: This aspect considers how employees perceive their work's importance, value, and alignment with their values. Employees who find meaning in their work are more likely to be engaged and committed. This aspect involves creating a work environment that fosters a sense of purpose, where employees feel that their work is part of a larger mission or vision.

The Kahn model provides a comprehensive framework for increasing employee engagement by focusing on these three interrelated features. This underscores the importance of creating a work environment that fosters a sense of importance, approachability, and safety for employees. By addressing these psychological factors, organizations can create a workplace culture that promotes employee engagement, job satisfaction, and productivity.

### The Gallup Model of Employee Engagement and Organisational Connection

The model of engagement by Gallup is a valuable tool for organizations to measure employee engagement and job satisfaction. The model was developed for extensive research and has been widely used to assess employee engagement and its impact on organizational performance (Håvold et al., 2021).

The Gallup model categorizes employees into three groups based on their level of engagement:

**a) Engaged Employees**: They are highly motivated, enthusiastic, and passionate. They show initiative and take pride in their job. They have a solid emotional connection with their work, experience joy while on the job, and contribute significantly to the success of their organization. Engaged employees are more likely to stay with the organization and are less likely to look for other employment opportunities (Shrestha, 2019).

**b) Non-engaged Employees**: This group of workers may be competent but need more enthusiasm and dedication. They need more motivation and engagement to be as productive and effective as engaged employees. Non-engaged employees do their job but need to be invested in it. They may feel disconnected from the organization's goals and not see how their work contributes to its success.

**c) Actively Disengaged Employees**: These employees are not just unengaged, but they are unhappy and demonstrate their dissatisfaction through their behavior. Actively disengaged employees are harmful and can affect the workplace atmosphere and productivity. They may need more recognition, appreciation, or opportunities to grow within the organization.

The Gallup model emphasizes the critical role of management in increasing employee engagement. Managers can do this by providing employees opportunities to develop their skills, recognizing and rewarding their efforts, and aligning their personal beliefs with the organization's goals. Engaged employees are more likely to be satisfied with their jobs and the organization, leading to higher productivity, better customer service, and a positive organizational culture.

### Other Models from The Research That Are Helpful

Numerous research approaches help us better understand how employee engagement works. One such approach is the Job Demands-Resources Model (Radic et al., 2020), which investigates the relationship between job demands, such as workload, and job resources, such as flexibility, and how they affect employee engagement. This model suggests that job resources can offset the adverse effects of work demands, leading to higher levels of engagement among employees.

Hobfoll's (1989) Conservation of Resources Theory provides another perspective on employee engagement. According to this theory, individuals strive to acquire and maintain resources, and engagement is considered as obtaining and maintaining resources (Chen & Fellenz, 2020). This means that employees are more likely to be engaged when they feel that their work provides them with the resources they need.

Moreover, Hobfoll's theory also proposes that people seek out activities that provide them with resources. Therefore, encouraging employees to participate in activities that provide them with the resources they need can help boost their engagement and motivation at work. These approaches can help organizations develop effective strategies to promote employee engagement and well-being.

### Implication and Integration

Employee engagement is a complex phenomenon, and many models attempt to describe its various facets. Turner and Turner (2020) suggest that by combining different models, companies can gain a more comprehensive perspective on employee engagement, enabling them to develop effective strategies to increase it.

Kahn's Model of Psychological Availability, Safety, and Meaningfulness emphasizes the psychological aspects of employee engagement. It proposes that employees feel psychologically available to engage with their work, psychologically safe to express themselves, and that their work has a sense of meaning. Gallup's Model of Employee Engagement and Organizational Connection, on the other hand, emphasizes the emotional connection between employees and their organization. It suggests that employees feel valued and appreciated and that their work contributes to the organization's success.

Other related models, such as the Purdue Employee Engagement Model, the Hewitt Engagement Model, and the Towers Watson Engagement Model, offer additional insights into the factors influencing employee engagement. These models suggest leadership, communication, recognition, and development opportunities are essential to creating an engaged workforce.

By combining these models, companies can gain a more complete understanding of the dynamics of employee engagement. They can identify the factors most relevant to their organization and develop targeted strategies to increase engagement. For example, a company may need to improve its leadership development programs to increase employee engagement. Alternatively, it may need to improve communication to ensure employees feel valued and appreciated.

Ultimately, increasing employee engagement can significantly impact an organization's success. Engaged employees are more productive, committed, and likely to stay with the organization long-term. By using a combination of models to guide their efforts, companies can create a culture of excellence and success that benefits employees and the organization.

2.6 Conceptual Framework

### Factors Affecting Employee Engagement

An extensive review of academic literature has revealed that modern workplaces are intricate and multifaceted systems influenced by many internal and external factors. These factors include organizational culture, leadership, communication, and job design, all of which interact closely with employee behavior and engagement. A thorough examination of these factors highlights their vital role in strengthening and developing employee engagement, which is essential for organizational success.

One of the most critical factors that influence individual effort and commitment is the level of motivation. Extensive research has shown that employee engagement is strongly associated with motivation level. Motivation can stem from internal and external sources, such as personal values, beliefs, and goals, or external rewards, such as compensation, recognition, and opportunities for career growth. When employees are motivated, they tend to be more engaged, committed, and productive.

Furthermore, organizational support has also been found to have a symbiotic relationship with employee engagement. Employees who feel supported by their organization tend to be more engaged, committed, and satisfied with their jobs. Organizational support can take various forms, such as providing adequate resources, feedback, recognition, and opportunities for growth and development. When employees feel valued and supported, they are more likely to identify with the organization's mission and goals and contribute to its success.

The dynamics of modern workplaces are shaped by various complex elements that interact closely with employee behavior and engagement. Understanding these factors and their impact on motivation and engagement is crucial for organizations to create a positive work environment that fosters engagement and commitment to organizational goals. By recognizing the importance of motivation and organizational support, organizations can create a culture of engagement that leads to increased productivity, employee satisfaction, and organizational success.

Various studies have focused on the importance of employee engagement and its impact on organizational success. It has been found that engagement is influenced by several factors closely related to employee well-being and organizational culture. One such factor is job participation, which refers to employees' emotional and mental attachment to their jobs. This sense of purpose motivates employees to exert discretionary effort, leading to increased engagement. A study by Riyanto and Herlisha (2021) explored this component in the context of engagement, highlighting its powerful effect.

Furthermore, employee engagement and performance evaluation complement the organizational ecosystem. Workers are more likely to remain passionately engaged when they receive constructive criticism and acknowledgment for their accomplishments. An insightful investigation by Susanto (2022) confirmed this, emphasizing the importance of a well-organized assessment process that recognizes accomplishments and encourages a positive commitment cycle.

Another critical factor in employee engagement is work-life balance. A healthy balance between work and personal life is closely related to employee well-being and has become a crucial engagement facilitator. Wong et al. (2021) elaborated on the strong connection between a worker's overall contentment and their degree of involvement. Companies that provide such a balance improve the overall quality of life, leading to increased employee loyalty.

Organizational culture is another critical component that strongly resonates with employee engagement. Engagement is more accessible to grow in an environment that promotes openness, diversity, and shared ideals. This organizational story inspires people to contribute enthusiastically, fueling a sense of identity and shared purpose. The integrity of organizational aims emerges as a tenet of involvement. Employee engagement increases when they sense a connection between their own goals and the larger organizational mission. This interdependence compels them to focus their energy carefully, encouraging a shared quest for greatness.

Within the concept of organizational culture, the aspect of autonomy is also essential in employee engagement. Autonomy, which represents trust and empowerment, is a powerful catalyst. Employee engagement is higher in companies that allow them to make decisions and share ideas. This empowerment fosters a sense of ownership, encouraging people to contribute actively to organizational development.

Effective communication is also crucial in determining engagement dynamics. Open and efficient communication lines break down barriers, connect workers with organizational goals, and promote teamwork. Na et al. (2019) found that the fundamental means of information exchange and communication significantly influence employee engagement.

Furthermore, recruitment and selection practices, job descriptions, and salary structures are other critical factors that influence employee engagement. Recruitment and selection practices incorporating engagement potential in the staff, job descriptions that coordinate workers' responsibilities with organizational goals, and fair compensation that appreciates and acknowledges employee efforts are essential in promoting engagement. Didit and Nikmah (2020) established that equitable remuneration serves to recognize employee efforts, leading to increased engagement.

Additionally, various research studies shed light on leadership as one of the most effective constituents in the organizational setting, influencing employee engagement.

Growth opportunities reflect a company's dedication to expansion and become necessary engagement boosters. Leadership styles, a vital compass, shape the environment of engagement. A thorough study conducted by Aftab et al. in 2022 has revealed that transformational leadership based on inspiration and mentoring can significantly impact employee loyalty. The study further highlights that effective leadership is a fundamental pillar of organizational direction, as confirmed by Katić et al.'s 2019 survey. According to Kivlighan et al. in 2021, supervisor behavior is a microcosm of leadership and can significantly affect employee engagement. Furthermore, the research indicates that open communication, direction, and support are crucial in increasing employee commitment.

The study also sheds light on the critical drivers of organizational coherence, trust, and loyalty, essential in fostering employee dedication and zeal. Empowerment, which goes beyond just authority, encourages participation and a sense of ownership, leading to increased loyalty and commitment among workers, as suggested by Yu and Kuo in 2023.

The research findings suggest that a complex interplay of organizational dynamics, leadership styles, motivational factors, and work-life integration influences employee engagement. This multifaceted environment requires a holistic approach to foster dedication, cooperation, and contribution in symbiotic harmony, benefiting individuals and organizations.

### Employee Turnover

Turnover is a term that accurately describes the ongoing nature of managing staff changes and describes the cyclical pattern of filling roles. It refers to the proportion of departing employees compared to the typical workforce over a certain period, and it is a quantitative depiction of organizational dynamics. However, it covers a more comprehensive range of ramifications for the organizational structure.

In the past, the term "turnover" was frequently used by managers to describe the comprehensive procedure for handling changes in the workforce. This procedure involved the resignation of workers, whether out of their own volition or due to extenuating circumstances, and the next cycle of hiring, orienting, and training replacements. Managers used it as a performance indicator and a benchmark, which has a deeper meaning than previously thought.

Beyond the reasons for their leaving, turnover acts as a prism through which organizations examine employee departures. This proactive strategy involves evaluating those people's relationships throughout the organizational structure to get insight into the variables affecting departing employees' decisions. According to Sarpong et al. (2022), "Turnover" has a deeper meaning than previously. Beyond the reasons for their leaving, it acted as a prism through which organizations examined employee departures.

Although practical, the traditional turnover metric only partially captures the situation's complexity. Beyond simple math, turnover represents a continuous cycle requiring resource allocation for hiring, onboarding, and training new employees. Its value lies in its potential as a diagnostic tool, which might offer businesses insightful information about their internal dynamics and employee interactions.

Turnover is an important indicator for companies looking to manage open positions and better understand employee engagement, happiness, and overall organizational health. The importance of employee turnover is highlighted by Baporikar (2021) as the measurement of employee turnover and subsequent comparison to industry peers makes it a crucial statistic for managers in various industries. Labor turnover is a key barometer for corporate competitiveness. In this setting, the measure had the authority to shape plans and perceptions, significantly impacting organizational dynamics.

According to Runde (2020), employee turnover is a compelling metric that gives managers a concrete gauge to measure the flow of new hires and exits from the workforce. A low turnover rate is celebrated as a valuable asset, denoting a competitive advantage resulting from satisfied employees and a stable organization. On the other hand, a high turnover rate throws a shadow and creates a need for fast management and action to address underlying issues.

Contrary to forecasts, the UAE had higher-than-average employee churn rates. According to 2018 research from Aetnainternational.com, 56 percent of employees revealed plans to look for alternative jobs in the following year, a sentiment based on the lack of available incentives. For owners of Small and Medium Enterprises (SMEs), who frequently struggle with the financial cost of dealing with voluntary employee departures, this circumstance presents a severe problem.

Research has revealed an unexpected gap in practice, where only 16 percent of human resource departments actively investigate the costs associated with turnover rates. This information highlights a glaring discrepancy between the acknowledged significance of turnover and its accurate appraisal in organizational strategy (Wenyan, Arshad and Chenshu, 2024). In conclusion, employee turnover has a notable impact on the modern corporate environment, and it offers a comparative perspective for assessing competitiveness and concrete proof of internal health and vitality.

### Speciality Chemical Industry and Employee Turnover

The Chemical Business Organisation has been experiencing a high staff turnover rate, attributed to a complex interplay of various factors. These factors include workforce dynamics, organizational practices, and the unique characteristics of the business. However, in this discussion, we will focus on the crucial role of employee engagement in this phenomenon. Employee engagement is how employees are emotionally committed to their work and actively participate in their job tasks. This factor is a critical determinant of turnover rates.

Research has consistently shown that employees who are loyal to their employers are more likely to stay with them, resulting in lower turnover rates. On the other hand, low employee engagement has been linked to several problems in the Speciality Chemical Industry. For instance, potential threats to health and safety are inherent in this industry, and employee engagement can decrease if employees feel that their safety precautions need improvement or that management does not care about their well-being. Therefore, creating a culture that prioritizes safety and provides thorough training and resources can only increase employee engagement and reduce the likelihood of turnover.

Moreover, the hierarchical structure and specialized positions in the Speciality Chemical Industry can create barriers to employees' opportunities for advancement. This lack of opportunity for skill improvement and professional progression can cause disengagement and motivate people to seek alternatives elsewhere. Thus, creating career advancement opportunities for employees can go a long way in improving their engagement levels and reducing turnover.

Addressing the issue of employee engagement is crucial in minimizing the turnover rate within the Chemical Business Organisation. The Speciality Chemical Industry can improve employee engagement and reduce turnover rates by prioritizing safety, providing thorough training and resources, and creating career advancement opportunities.

The Speciality Chemical Industry is known for its demanding nature in research, manufacturing, and quality control, which has caused burnout and a problematic work-life balance for employees. Moreover, the lack of support for employee well-being has resulted in disengagement, leading to high turnover rates. This, in turn, has caused several difficulties for the industry, including the loss of institutional knowledge and destabilization of the workforce, leading to decreased productivity, quality discrepancies, and financial losses.

Studies by Simionato et al. (2019) and Chiat and Panatik (2019) have highlighted the adverse effects of high turnover rates on the Speciality Chemical Industry. The former emphasized the ethical and environmental issues that company need to be addressed-ignore, leading to a mismatch of values that results in decreased employee engagement levels. The latter pointed out the loss of specialized knowledge, disruption of ongoing projects, and inability to innovate due to high turnover rates.

Further research by Busch and Barkema (2021) revealed that employee turnover hindered information sharing and collaborative efforts, leading to decreased innovation and the creation of new goods, methods, or technologies. The ongoing requirement to train new hires takes time and resources away from vital tasks, resulting in significant financial losses for the company, including recruiting and training costs, lost productivity, low morale, and business continuity issues (Sija, 2021).

The study cites examples of the Dow Chemical Company and the Abu Dhabi National Chemicals Company (ChemaWEyaat) to emphasize the negative impact of high turnover rates. In the case of Dow Chemical, the loss of crucial expertise, disruption of projects, and inability to develop and launch new products were a direct result of experienced scientists, researchers, and engineers leaving the workforce. Similarly, ChemaWEyaat's inability to retain skilled Emirati professionals in essential fields led to the loss of local know-how, hampering the company's efforts to diversify the country's economy and strengthen local competence in the Speciality Chemical Industry.

Employee engagement is crucial for the Speciality Chemical Industry's sustained growth and success. As such, understanding the concept of employee engagement and its significance in the modern-day corporate environment is essential. It reveals the extent to which employees are emotionally and intellectually dedicated to their job, their organizations, and the objectives they have set for themselves.

### *Evolution of Employee Engagement*

Employee engagement refers to the extent to which employees are committed to their work and feel connected to their organization. It originated from early research examining various factors contributing to employee satisfaction, such as job security, compensation, and work-life balance.

Over time, researchers have realized that focusing solely on employee happiness does not necessarily lead to increased productivity or commitment. Instead, they have begun to concentrate more on the psychological and social aspects that drive individual and group success in businesses. This includes factors such as a sense of purpose, autonomy, and opportunities for growth and development.

According to recent research by Kupiek (2021), employee engagement has become a critical driver of organizational success. Engaged employees are more likely to be productive, innovative, and committed to achieving the organization's goals. They are also more likely to stay with the company over the long term, reducing turnover and associated costs. Therefore, companies investing in employee engagement initiatives will likely reap significant benefits. This includes improved employee performance, increased customer satisfaction, and higher profitability.

### Essential Mental Models and Frameworks

Over the years, various theories and conceptual frameworks have been proposed to gain a deeper understanding of employee engagement and the behaviors it entails. These models help us identify the many components that contribute to engagement, such as an employee's emotional attachment to their work, motivation levels, and willingness to go above and beyond what is expected of them. Understanding these factors is crucial, as employee engagement has been found to significantly impact organizational outcomes, including productivity, profitability, and employee retention. By using these models as a guide, organizations can develop strategies to foster a more engaged workforce and reap the benefits that come with it.

### The Kahn Model, which Considers Availability, Safety, and Meaningfulness

Kahn's model, a comprehensive framework developed in 1990, gives significant importance to the psychological factors that contribute to employee engagement (Wang et al., 2023). This model emphasizes three essential components for creating a conducive work environment: psychological accessibility, psychological safety, and psychological significance.

Psychological accessibility refers to employees' willingness to invest their best effort in performing their duties. This is achieved by creating a work environment that encourages open communication, providing employees with the resources they need to do their jobs effectively, and offering them opportunities for growth and development.

Psychological safety is another critical component of Kahn's model, emphasizing the importance of employees feeling safe and secure in their workplace. This involves creating an environment where employees can express themselves without fear of punishment or harassment. Promoting a culture of trust and respect makes employees more comfortable sharing their thoughts and ideas, leading to increased engagement and productivity.

The third component of Kahn's model is psychological meaningfulness, which gives employees a sense of purpose in their work. This can be achieved by aligning employees' values with the organization's goals and objectives, providing employees with opportunities for autonomy and decision-making, and recognizing and rewarding their contributions.

The model highlights the importance of creating a supportive work environment that encourages psychological accessibility, safety, and meaningfulness. By doing so, organizations can improve employee engagement, which leads to increased productivity, job satisfaction, and overall organizational success.

### The Model for Employee Engagement and Organisational Connection Developed by Gallup

Recent research by Wilson and others in 2020 has shown that employee engagement is vital for organizations to succeed in today's competitive business environment. Gallup's employee engagement model is the most widely used in the field. It is based on the idea that employee engagement can be measured by how people feel about their occupation, and it categorizes employees into three groups: those who are actively engaged in their job, those who are not interested in their work, and those who are entirely disconnected from their job.

According to Kuijpers et al.'s research conducted in 2020, employees who are actively involved in their work tend to be more enthusiastic and dedicated, while those who are disengaged may not be interested in their jobs. However, even openly disengaged employees can still be productive in their jobs. This is why management plays a crucial role in generating employee engagement by providing opportunities for employees to utilize their skills, recognize their contributions, and align their goals with the businesses. When employees feel valued and that their work is meaningful, they are more likely to be engaged and productive, leading to better outcomes for the organization.

In addition, Gallup's model highlights the importance of ensuring that employees' objectives align with the businesses. This means that managers should communicate the company's goals and vision to employees and ensure that employees understand how their work contributes to the organization's overall success. By doing so, employees are more likely to feel a sense of purpose and be motivated to achieve the company's objectives.

Overall, the Gallup model of employee engagement is a valuable framework for organizations to assess and improve their employees' engagement levels. Companies can create a more productive and positive work environment by focusing on employee engagement, leading to better employee and organizational outcomes.

### Other Useful Models

Employee engagement is crucial to any organization's success, and understanding the different factors that affect it is essential. One way to better understand employee engagement is by examining various models, one of which is the work demands-resources model proposed by Radic et al. (2020). This model explores how job demands and resources available to employees impact their engagement levels.

According to the JD-R model, which stands for job demands-resources, there is a complex interplay between work demands and job resources that influences employee well-being and engagement. While work demands such as challenging tasks can positively affect employee engagement, they can also be a source of stress and lead to burnout if not balanced by job resources. Job resources, such as feedback, autonomy, and social support, can help employees cope with job demands and contribute to their overall well-being and engagement.

Furthermore, Hobfoll's conservation of resources theory (1989) provides additional insights into employee engagement by highlighting the importance of acquiring and maintaining resources. This theory suggests that people are motivated to acquire and retain resources, and engagement is a process of obtaining and retaining such resources. In this context, engagement allows employees to access valuable resources such as skills, knowledge, and social support.

Overall, understanding the different models and theories related to employee engagement can be helpful for organizations to create a work environment that fosters engagement and well-being.

## Overarching Conceptual Framework

According to Goel et al. (2020), employee engagement is a complex concept that involves various aspects of an employee's work experience. The authors propose a complete understanding of employee engagement can be achieved by integrating various critical theoretical models and frameworks into the conceptual framework.

The integrated framework considers various elements of engagement, including an employee's mental and emotional states and the social environment in which they work. For example, an employee's sense of belonging, motivation, and commitment are critical engagement components. Various human characteristics, such as personality traits, values, and beliefs, influence these factors.

The organizational elements that support engagement include job design, career development opportunities, and organizational culture. The authors suggest that effective management techniques, such as leadership, communication, and recognition, are essential for promoting and sustaining engagement over time.

In summary, the integrated framework proposed by Goel et al. (2020) provides a comprehensive understanding of employee engagement by considering the various factors that influence it. This framework can guide organizations in developing strategies to promote engagement and improve employee well-being.

### Conceptual Framework



Figure 2 : Conceptual Framework

The conceptual framework illustrates how employee engagement leads to business benefits, such as increased productivity and decreased employee turnover rates. These benefits are a result of employees being engaged. Managers can create an environment where employees are more committed, motivated, and productive by caring for the psychological conditions promoting engagement. This involves cultivating an emotional connection with the company and attending to the psychological factors facilitating engagement, such as psychological availability, safety, and meaningfulness. (Kataria et al., 2019).

### An Examination of the Numerous Factors That Contribute to Employee Engagement

Employee engagement is critical to any organization's success, as it directly impacts productivity, profitability, and employee satisfaction. However, employee engagement is influenced by a wide range of factors, including human and organizational factors, shaping employees' attitudes, behavior, and loyalty while on the job. In a recent study conducted by Didit and Nikmah (2020), these factors were closely examined to help businesses understand what drives employee engagement. The factors identified were incredibly diverse, ranging from job satisfaction and work-life balance to management styles and organizational culture. By examining these factors, companies can develop targeted strategies to create a culture of engagement that fosters employee loyalty, productivity, and overall success.

### Things That Are Unique to Each Individual

Personal characteristics are an essential component of engagement because an organization’s success largely depends on individual behavior that has a direct relation to performance, turnover and retention in the case of the Speciality Chemical Industry. According to Rollins and others, studies in 2021 show that job design, decision-making authority, task design, and promotion opportunities affect workers’ engagement.

Another reason for this is by empowering the employees in terms of autonomy in decision-making especially in an industry such as chemical production where most of the tasks that employees’ perform are highly technical in nature. People said that autonomy is giving authority to the employees to decide on what has to be done, how it has to be done and who has to do it. For instance, working chemical engineers who provide the right of designing or initiating their strategies in an organization are inclined to be motivated. Where executives allow a degree of freedom in the ways people work, this activity encourages creativity and satisfaction which in turn helps firms reduce churn rates.

The Speciality Chemical Industry is highly technical, and most of its workers are informed and educated service providers in most corporations. Indeed, the meaningfulness of their roles is high when their skills are fully engaged and there are possibilities to learn from the work, in their studied view. In the case of BASF and Dow Chemicals, the organisations have well developed and effective training and development policies that favour the employee’s career progression. Not only are such efforts effective in gaining audience interest but also in development, low turnover helps in increasing employee retention.

Workers feel motivated more often when they feel that they produce different values in their working environment. Activities like problem solving, innovation, activities that define project’s purpose, and contribute to the Speciality Chemical Industry body and soul purpose can add value and engagement. Thus, such professionals as R&D scientists who work on creation of new chemical compounds or optimisation of current processes should feel a sense of meaning and accomplishment in their work. This positive motivation and the feeling that one’s efforts are valuable and help the company do better will help increase the level of engagement and vice versa help in decreasing turnover.

Stress is viewed as one of the items that can lower the engagement levels; therefore, the striking balance in between work and individual progress is of considerable significance. The Speciality Chemical Industry is a significant sector that not produce the balance between working time and leisure time easily due to the nature of the work environment that is more often than not health-compromising. However, organizations that allow employees to have work flexibility and right options like working from home and working from home at certain hours ensure that employees balance between the company’s work expectations do not hinder the personal habits of the employees. For instance, Shell and ExxonMobil have corporate policies that encourage working conditions that allow employees better work-life balance. This in turn results in decreased stress, increased happiness as well as increased engagement levels.

The psychological state of a person is another factor that has a bearing in the enthusiasm of an individual. Suhariadi and colleagues in 2023 speculated that those employees who exhibit good mental health are among the best bets to positively approach their work. To support the mental aspect at the workplace in the Speciality Chemical Industry, employers can provide mental health days, EAP, and stress management tools. For instance, the DuPont company offers extensive support in matters to do with mental health such as offering the employees counseling services and wellness programs. Such measures have a positive impact on employees’ psychological state and their performance; this, in turn, positively affects their level of engagement and job satisfaction.

### Considerations of The Organizational Level

In this case, organisational factors that facilitate or hinder employee engagement, performance, turnover and retention of employees are as follows; Thus, leadership, culture, and reinforcement of the value of employees’ work are essential in this regard, more so in the chemical sector.

Therefore it is evident that leadership is critically involved when it comes to management of employee engagement. Among the types of leadership, the motivation and clear vision has a positive impact on the engagement of the employees. Organization’s leaders who seek to encourage employees to work towards certain objectives ensure that there is high engagement. As for leadership, the Speciality Chemical Industry is one of the branches where qualified leaders are required to address numerous technical issues and guarantee safety; therefore, transformational leaders can greatly contribute in this sphere. For instance, leaders in the organizations such as LyondellBasell that offer clarity with regard to expectations, as well as encouraging the executives besides creating chances of training enhance public commitment and duty performance.

The setup of structural social capital as an abstract and coherent set of organizational practices requires faith in an organization’s culture and commitment to reward employee engagement. In the Speciality Chemical Industry, safety culture draws the level of engagement since it is an essential element. When companies care about safety and encourage its discussion to the workforce, the chances of employees appreciating their safety become high. Thus, DuPont controls safety culture based on the process of permanent improvement and top-down employee involvement, and, thus, encourages the employees to be more engaged. Also, the employee engagement is high when an organization’s values and principles are aligned to the employee’s, such as the core values like sustainability and ethics.

It is noteworthy that the recognition and, in many cases, appreciation of employees’ efforts in the workplace is an effective form of engagement. Henkem et al.’s (2020) study concluded that organizations in which employees perceive that their work is appreciated have high levels of employee engagement. This is why in the Speciality Chemical Industry, where the most valuable accomplishments could be a breakthrough in research or an enhancement of safety measures, morale-boosting on a daily/weekly/montly basis is highly effective. Multinational companies such as BASF adopt systematized programs which could be used to recognize employees’ performance implying thus a sense of accomplishment and engagement.

Performance appraisal and development discussions must be conducted often, as the system will otherwise lose its appeal. Employees must look at their performance and determine the areas that they are lacking. Since the Speciality Chemical Industry is one that needs constant enhancement and inventiveness, feedback enables the workers to focus on the company objectives. For example, ExxonMobil practice performance appraisals frequently, which entails giving out constructive criticism about a worker’s performance thus making the workers to remain productive and progressive about their career path.

High environmental standards that come with the Speciality Chemical Industry’s production line can also greatly influence employee engagement. Incorporation of employees in the compliance activities and encourage them to become stewards of sustainability shall improve their organizational commitment. For example, use of employees in the environmental sustainability projects that are otherwise beneficial to the firm in as much as they address their regulatory compliance needs can increase their engagement levels. Many organizations, for instance Dow Chemicals have embraced sustainability as a cross cutting issue in organizations, and have come up with ways of including the employees in programs that can be both beneficial to the organizations’ bottom line, as well as for the sustainability of the environment.

Therefore, it can be stated that for business’s operating in the Speciality Chemical Industry to be successful is essential to address individual and organizational factors that help to predict engagement, performance, turnover and retention rates among the employees. Most of the job characteristics align with the structure, autonomy, skill usage, personal development, work hours, psychological states, management, organizational climate, appreciation, performance reviews, and meeting the legal requirements of the environment, which can increase the engagement of employees. All these has positive implication that result in high performance, low turnover and high retention that all work hand in hand to enhance company’s sustainability in the prevailing Speciality Chemical Industry market.

### Considerations Regarding Individuals and Groups

To maintain high levels of employee engagement, the employees must have a positive and healthy working relationship with their colleagues and the management. According to recent research conducted by Lin and Kishore (2021), having a supportive social network at work can significantly affect how individuals feel about their jobs. This social support not only helps them to feel better but also increases their level of engagement, making them happier at work.

In addition, research has shown that cooperative and cohesive teams are more likely to promote employee engagement. Cohesive teams work together towards achieving common goals, promoting a sense of belonging and participation among team members. According to the research conducted by Bulińska-Stangrecka and Bagieńska (2021), the level of trust among team members is crucial in determining an employee's level of interest in their job. A high level of trust among team members fosters a sense of security and support, which can lead to increased employee engagement.

Having a supportive social network and working in a cohesive team environment can positively impact employee engagement levels. Moreover, the level of trust among team members is crucial in determining the employee's level of interest and engagement in their job.

### Access to Resources and Opportunities for Employment

Career development is vital to enhancing employee engagement and motivation in the workplace. It allows employees to advance in their professions and develop their abilities. Such opportunities help individuals grow their skills, increase their knowledge, and build their confidence, which, in turn, fosters a sense of pride and satisfaction in their work.

Recent research by Jämsen et al. (2022) highlights the importance of having a clear path to advancement within the organization. When employees perceive a discernible path to promotion, they are likelier to put in extra effort and work towards their goals. This, in turn, leads to increased productivity, job satisfaction, and employee retention.

Moreover, employee engagement can also be boosted through training and development programs, as noted by Chanana and Sangeeta (2021). Investing in such programs allows employees to acquire new skills, expand their existing capabilities, and stay up-to-date with the latest industry trends and best practices. This, in turn, helps employees feel more valued and appreciated, leading to a greater sense of engagement and motivation.

Overall, career development is an essential aspect of any organization's success. By providing employees with opportunities for growth and advancement, companies can foster a continuous learning and development culture, leading to increased employee engagement, productivity, and job satisfaction.

### Harmony with The Missions and Objectives of The Organization

It has been observed that employees who find meaning and purpose in their work tend to be more engaged and productive. To foster this sense of purpose, organizations must communicate how each task and responsibility fits into the broader organizational objectives and societal impact. Employees are more likely to feel connected to their work when they can see the positive impact of their efforts on the organization and society as a whole. This can lead to higher engagement rates, improved job satisfaction, and better overall performance. Therefore, organizations need to create a culture that emphasizes the importance of meaningful work and encourages employees to see the bigger picture of their role.

### Difficulties and Impediments

Employee engagement is essential for the success of any organization. Engaged employees are more productive, committed, and satisfied with their work, leading to better business outcomes. However, many factors can impact employee engagement, both positively and negatively.

One of the most significant factors that can decrease employee engagement is excessive workloads and time constraints. When employees are overloaded with work and have unrealistic deadlines, it can lead to burnout, stress, and reduced motivation. According to a study by Woodcock in 2021, the workplace should find a balance between offering challenging opportunities to employees and not overwhelming them with too much work.

Another critical factor that can impact employee engagement is employees' level of personal responsibility in their jobs. When employees feel like they have no control over their work and no say in decision-making, it can lead to disengagement and reduced motivation. Khoshnaw and Alavi (2020) suggest that one way to increase employee engagement is to give employees more autonomy and decision-making power over their work.

However, employee engagement is a complex matter influenced by many personal, organizational, and societal factors. Companies must understand how these factors affect their workforce to ensure that employees remain engaged and motivated. Businesses can create an environment that promotes high levels of employee engagement by focusing on job characteristics, maintaining a healthy work-life balance, employing effective leadership techniques, building an organizational culture, fostering social interactions, and providing opportunities for advancement.

For example, companies can offer flexible work schedules, telecommuting options, and other benefits that promote work-life balance. They can also provide training and development programs to help employees build new skills and advance their careers. Additionally, companies can foster an organizational culture that values employee well-being, recognition, and collaboration.

Employee engagement is a crucial aspect of organizational success. By understanding the various factors that impact employee engagement and taking steps to address them, companies can create a work environment that fosters engaged, motivated employees committed to achieving business goals.

### Impact of Employee Engagement on Retention and Turnover Rates

The relationship between employee performance and retention or turnover is crucial in organizational studies. It involves factors that affect the workforce's productivity, stability, and quality of life. The interaction between these components is essential for effective operation and impacts the success and sustainability of an organization in the long run.

"Employee performance" refers to how well employees perform their duties, achieve their goals, and contribute to the organization's success in achieving its objectives. Ali and Anwar's (2021) research suggests that high employee performance indicates a motivated, skilled, and interested staff, contributing to increased organizational efficiency and value creation.

Retention and turnover describe the rate at which employees stay with or leave an organization. Retention is desirable because it helps maintain the organization's valuable human capital and positively affects consistency, knowledge retention, and organizational culture. On the other hand, employee turnover can lead to operational issues, loss of expertise, and increased costs due to the need for new employee recruitment, training, and decreased overall productivity.

According to research by Quek et al. in 2021, there is a strong relationship between employee performance and retention rates. This is because an employee's performance can significantly influence their decision to stay with or leave an organization. Employees are likelier to remain loyal and committed to their employer if they feel their work is meaningful and their performance is appreciated and rewarded. Such employees are less likely to look for other job opportunities.

Moreover, employees who consistently perform well tend to feel a sense of belonging to their organization. This is because the recognition and rewards they receive for their hard work make them feel valued and appreciated. Such emotional attachment enhances participation, a crucial factor in reducing employee turnover rates. Studies have repeatedly shown that employees who are engaged in their work and feel a sense of purpose are more likely to remain with the organization despite external pressures.

On the other hand, poor or stagnant performance can lead to increased employee turnover rates, as highlighted by Meier and Hicklin in 2008. Employees dissatisfied with their jobs and needing help to advance in their careers or receive recognition for their contributions often look for new job opportunities. Such employees may feel that they are being underpaid and mistreated, and their lack of engagement and job satisfaction further increases the likelihood of employee turnover.

The decision-making process in an organization is a complex phenomenon shaped by various external factors. These factors significantly impact the link between employee performance, employee retention, and employee turnover. The nature of the job, the organizational culture, the quality of leadership, the balance between work and personal life, the level of remuneration, and the opportunities for professional development are all critical components that play a vital role in determining the success of an organization in retaining its employees and increasing their performance.

Research conducted by Klotz et al. in 2021 highlights the importance of creating a supportive work environment that fosters a sense of connection between coworkers and management. The study suggests that even if employee performance is average, a positive work environment that offers supportive leadership, opportunities for career progression, and a strong sense of connection between coworkers and management can significantly reduce employee turnover.

Abboud's research in 2021 emphasizes the need for a comprehensive and interconnected strategy that focuses on boosting employee performance, retention, and turnover. The study suggests that to increase employee performance, retention, and turnover, organizations must adopt a holistic approach that includes clear performance goals, frequent feedback, opportunities for enhancing skills, and fair remuneration. Organizations can establish a supportive work environment that fosters high-performance levels, job satisfaction, and interest by creating a positive cycle where employee performance leads to better retention.

Connelly et al.'s research in 2021 highlights the intricate and multifaceted connection between high employee performance and high employee retention or turnover. The study suggests that organizations that successfully establish a conducive work environment that supports strong employee performance, job satisfaction, and participation in the workplace can increase their long-term development, performance, and competitive advantage. By retaining more employees and reducing the risk of employee turnover, organizations can achieve their goals and establish a positive work culture that leads to success.

## Conceptual Model for Worker Engagement

This model provides a comprehensive understanding of the essential factors contributing to workers' workplace engagement. These factors can be categorized into personal, job-related, and organizational factors. They are critical in motivating employees to perform their tasks with dedication and achieving sustainable operational outcomes.

Personal factors, such as self-efficacy and self-determination, are internal motivators that inspire employees to take ownership of their job responsibilities. Career-oriented employees, in particular, are self-determined to perform their job responsibilities at specific job designations, as this aligns with their long-term career goals.

Job-related factors include constructive feedback by supervisors, which helps operational managers illustrate job roles and improve efficiencies in employee performance rates. The sustainable implementation of technological resources is another crucial job-related factor that can lead to sustainable operational outcomes accomplished by staff.

Organizational factors, such as the supportive leadership style managers practice, can significantly impact employee engagement. With a participative leadership approach, managers can efficiently communicate and coordinate with the workforce across operational domains of the business.

Overall, these factors can impact employee motivation towards assigned tasks or an increase in their intention to quit their job roles. Therefore, strategically and effectively implementing these factors is essential for achieving sustainable operational outcomes and fostering a positive work environment.

The study conducted by Chatterjee et al. in 2020 highlights the connection between employee participation, performance, retention, and turnover. It identifies several distinct factors that are crucial in achieving organizational success. As per Johnson et al. (2021), a mental model for employee engagement is taking shape, and organizations are trying to integrate various threads into a single cohesive whole. This approach allows companies to foster motivated, dedicated, and high-performing employees.

The concept of employee engagement emphasizes that the most critical factor in driving corporate performance is employee participation. It entails enthusiasm, dedication, and emotional attachment to the job and the organization. The job's psychological availability, safety, and meaningfulness are the three key factors that form the foundation of employee involvement. It is the thing that motivates individuals to exceed their job responsibilities, work harder, and help the organization achieve its objectives.

Several factors impact employee participation, development, and the benefits it brings. On a human level, factors such as mental health, work-life balance, and job characteristics all contribute to how engaged employees feel. People with jobs with a sense of fulfilment, satisfaction, and a wide range of opportunities for skill development and advancement are likelier to be engaged in their work. Employees who feel appreciated, in charge, and personally connected to their jobs are more likely to feel interested in their work when they have a healthy balance between their work and personal lives and excellent mental well-being.

This research offers a detailed exploration of the complex dynamics that underlie employee participation, performance, and retention in the workplace. The author notes that various company-level elements can impact employee participation, including leadership and management techniques, workplace culture, honors and rewards, and overall workplace environment. Strong and effective leadership that promotes open communication, provides support, and demonstrates transformation attributes is identified as a critical driver of employee engagement. At the same time, the author highlights the need for a workplace culture that aligns with employees' beliefs and values and emphasizes the significance of their efforts. Recognition and prizes celebrating employees' achievements are also essential factors in building employee loyalty and commitment.

Also, it delves into the importance of healthy relationships and effective teamwork in promoting employee participation. The author notes that individuals are likelier to engage in groups, prioritizing teamwork, trust, and shared objectives. Social networks are essential sources of support and connection that can make work more enjoyable and help employees become more engaged.

Furthermore, it emphasizes the crucial role opportunities for growth, training, and career advancement can play in promoting employee engagement. When employees have access to tools and possibilities that align their ambitions with the company's broader objectives, they are likelier to put in more significant effort and experience more remarkable achievements. Understanding how their work contributes to the organization's goals is also critical in promoting employee engagement.

The author also highlights the challenges and obstacles that can impede employee engagement, including excessive expectations, lack of independence, and limited opportunities for skill development. When these factors are present, employees may experience disengagement or burnout, leading to higher turnover rates.

The text underscores the importance of recognizing the interconnected nature of employee participation, performance, and retention. Engaged employees who feel valued, encouraged, and aligned with the company's objectives are less likely to seek other employment opportunities. Conversely, inadequate performance or job satisfaction can increase the likelihood of turnover. Organizations can develop targeted strategies to promote employee engagement, improve performance, and reduce turnover rates by understanding these interdependencies.

The research conducted by Shin and Jeong in 2021 has revealed a detailed mental model that sheds light on the intricate interplay between employee engagement, performance, retention, and turnover. This model is a valuable tool for businesses to navigate the complex terrain of human resource management by providing insights into the factors that foster engagement, drive performance, and influence retention and turnover. By adopting the practices recommended in this model, companies can create a culture of engagement, enhance their employees' performance, and ensure their long-term loyalty, even in the face of constantly evolving business environments.

# CHAPTER THREE Methodology

## Introduction

The chapter on methodology would entail valuable insights regarding research methods selected by the investigator to address the research problem highlighted. To measure factors that contribute to motivating employees positively and support their performance while mitigating staff turnover rate would be measured based on the selected methodological approach and processes. Employee performance, turnover, and retention are the most common factors, and they need to be evaluated thoroughly to identify how chemical companies within the Speciality Chemical Industry have been able to adhere to these factors and support staff working within organizational settings.

Chapter would provide coherent knowledge regarding research paradigm and its various elements that would help investigator in accomplishing goals of the study including research design, research approach, research philosophy, data collection process, data analysis etc. With selected research methods readers would be going to aware about investigator’s strategy to meet aim of the study.

## Research paradigm

The research paradigm is an overall framework that constitutes the implication of the theoretical framework and data collection approach (Omodan., 2022). It helps the researcher accomplish the goals of the study by selecting relevant methodological techniques that could be appropriate while examining the research topic. It demonstrates the systematic procedure that the researcher practices to address the research problem. To meet the significance of the study, researchers emphasize the selection of related research procedures that could be convenient, resourceful, and useful for attaining research outcomes. Paradigm prescribes a research plan constructed by the researcher to collect knowledge that assists in practising clarity within the investigation (Danaeefard., 2022).

Research paradigm refers to the philosophical concept based on which investigator are able to validate their own assumptions and beliefs regarding a particular wonder that they are interested in exploring (Haydam and Steenkamp., 2020). Paradigm helps investigators identify how knowledge could be discovered and collected for the research study. It structures the investigator's approach for selecting methods to meet the goals of the study. Paradigms enable researchers to predict factual knowledge, which is comprised of coherent investigation to explore origin. This enables them to identify various perspectives that assist the researchers in addressing their own assumptions. Paradigm enables researchers to think critically and adopt patterns of data collection that could be convenient and resourceful in gathering authentic knowledge for the topic (Treagust and Won., 2023). The process of collecting authentic information varied depending on the investigator's technique considered for collecting data and evaluating attained data within the research investigation.

Based on the findings of the study, they are able to further reject or accept their own assumptions while developing resourceful arguments in the study. By utilizing quantifiable techniques, i.e., an observational approach, a substantial set of knowledge is presented among readers of the study while making them aware of the true information being identified. A study conducted by (Chowdhury and Shil., 2021) concluded that based on logical reasoning, critical thinking, etc., investigators are able to extract factual information prescribing the objectives of the study. Researchers are able to clarify their confusion while their emphasis has been to search for the truth while accessing various data sources. Paradigm supports the researcher in exploring the foundational nature of knowledge while enabling the investigator to develop a conceptual and theoretical framework to meet the goals of the study. Research paradigms are categorized into two main categories, namely interpretivism, positivism, etc. (Bonache and Festing,2020).

### Interpretivism paradigm

Interpretivism school of thought enable researchers to collect knowledge by involving research participants during the course of investigation. The primary emphasis of the researcher within the interpretivism paradigm involves research respondents in the study to attain their perspectives for the investigation (Alharahsheh and Pius., 2020). By gathering information from respondents, valuable knowledge is included in the study that helps the research investigator in fulfilling the goals of the study. Investigators consider engaging those participants who have certain knowledge and experience regarding the investigation's topic being evaluated. Based on collected information from research participants, the investigator further evaluates collected information based on their own understanding while presenting relevant knowledge during the course of the study.

Collecting participants' information through the interpretivism paradigm requires the investigator to select a primary data collection process that varies depending on the research design being used in the study (Pervin and Mokhtar.,2022). Investigators might consider different primary data collection mechanisms, i.e. interviews, surveys/questionnaires etc. To attain open-ended reviews from participants of the study, the researcher emphasizes collecting primary data by utilizing the interview technique. Additionally, to attain closed-ended responses, the survey/questionnaire method was selected to address the research problem.

Interpretivism paradigm enable investigator to engage with research participants to understand their viewpoints while exploring particular research problem (Sanchez et al., 2023). It supports researcher’s in collecting varied perspectives by involving random group of participants in the study.

### Positivism paradigm

The positivism paradigm, in contrast, emphasizes gathering scientific information for the research by performing scientific inquiries that assist the researcher in addressing the goals of the study. Positivism philosophy enables researchers to emphasize collecting secondary data from authentic sources, which provides reliable information for the study (Park et al., 2020). The positivism paradigm enables researchers to investigate and gain factual knowledge about the topic. Controlled experimentation conducted within observational labs provides scientific data while prescribing a positivist paradigm.

Based on scientific experimentations, resourceful knowledge is collected, which is further utilized in the investigation. The positivism paradigm refers to the development of hypothesis statements that help the investigator measure the relationship between the independent and dependent variables of the study (Mohajan., 2020). Further, the researcher's interest is to investigate the hypothesis statement to predict the relationship between research variables. Based on the collected knowledge further, each hypothesis statement is accepted and rejected during the course of the investigation.

### Justification of interpretivism paradigm

For the current study, the investigator has used the interpretivism paradigm to accomplish the goals of the study. The primary emphasis of the researcher is to perform a thorough set of investigations to measure those factors that contribute to impacting employees' performance and their productivity rate. This study focuses on measuring those factors within the Speciality Chemical Industry while exploring factors considered by different chemical companies in the sector, such as BASF, Evonik, Du Pont, Dow Chemical, etc. By considering employees from these companies, valuable knowledge will be collected from the study's research participants.

With interpretivism philosophy researcher would be focusing to collect responses from research participants of the study whom being involved in the research. By using varied primary data collection methods i.e. interview, survey/questionnaire etc. corresponding responses would be attained from research participants.

## Research approach

The research approach prescribes about research direction being selected by the investigator while examining the problem of the study (Mulisa., 2022). The research approach enables the researcher to adopt a specific strategy to accomplish the goals of the topic. It supports investigators in adhering to specific research processes that they consider to be relevant to address objectives. The research approach enables the investigator to adopt a step-wise technique based on which resourceful outcomes would be achieved in the study. The overall process considered during the investigation, i.e. data collection, data analysis, presentation of evaluated data, etc., demonstrates the research approach being selected in the study. The research approach is categorized into deductive, inductive, etc. (Casula et al., 2021).

### Deductive approach

The deductive approach is a process that investigators consider with a selection of past social theories that enable them to select research variables and enable them to construct hypothesis statements for the study. By developing hypothesis statements, the investigator emphasizes measuring the extent of correlation between independent and dependent research variables being considered in the investigation (Okoli., 2023). The further emphasis during the course of the investigation is to predict the relationship between research variables that assist in further validating each hypothesis statement. Hypothesis acceptance and rejection are performed based on statistical results being achieved in the study. The investigator's emphasis is to move from a general viewpoint to attain measurable results that confine research findings to a specific one.

Deductive reasoning enables the researcher to explore the factual evidence to further approve or disapprove each hypothesis statement being constructed in the study. With a selection of the relevant theory, hypothesis construction is performed during the post-theory selection phase (Brisson and Markovits., 2020). Based on the acceptance and rejection of the hypothesis statements, the investigator presents appropriate knowledge in the study to accommodate future researchers with resourceful findings of the study.

### Inductive approach

In contrast, inductive reasoning is comprised of addressing research goals from the initial or starting point. Investigators' primary emphasis is to collect ground knowledge by conducting the investigation from scratch level (Sauce and Matzel., 2022). Rather than focusing on past social theory, the investigator's consideration is on measuring ground realities and factual knowledge by engaging with the surrounding environment. Based on observational phenomena, researchers are interested in capturing authentic information by engaging research participants in the study. Inductive reasoning is considered in research studies, but no past knowledge or minimal previous information is available to fulfil the goals of the study. Thence to address a particular research problem investigator's primary motive is to conduct an investigation from the ground phase to explore in-depth insights regarding the research topic (Resing., 2020). Rather than considering past social theories and constructing research hypothesis statements, the investigator's emphasis has been on adopting a reciprocal approach to attain truthful information for the study.

### Justification of deductive approach

For the current study, the deductive approach has been selected to measure factors that affect employee performance, turnover margin, and retention within an organizational setting. With deductive reasoning, the investigator would be able to construct hypothesis statements while mentioning independent and dependent variables being selected in the research to measure the relationship between them. By testifying each hypothesis statement, the investigator would be able to identify significant factors that contribute to improving labour performance and reducing turnover rate while improving employee retention across various chemical companies.

## Research design

Research design prescribes the overall research strategy being utilized by the investigator while exploring the objectives of the study (Huntington-Klein., 2021). With a selection of the research design, researchers are able to inform readers about, i.e., the data collection process used, the data analysis mechanism selected and the approach in which the investigator presents obtained results to acknowledge readers with outcomes being achieved in the study. Research design is mainly comprised of quantitative and qualitative research designs.

### Qualitative research design

The qualitative research design is comprised of gathering in-depth knowledge about the topic of the study while considering varied research sources through which authentic information is collected and presented in a research study (Hennink et al., 2020). Qualitative studies enable researchers to collect a thorough set of information that could be used to accomplish the goals of the study. While considering investigations, the researcher's emphasis is to utilize words, concepts, definitions, terms, etc., that help the investigator in addressing the goals of the study. Qualitative studies enable investigators to collect knowledge by using open-ended responses through an interview approach. Further secondary data gathered while utilizing authentic secondary sources, i.e. Google Scholar, demonstrate a qualitative research design (Nassaji, 2020).

### Quantitative research design

In contrast, quantitative research design enables investigators to make use of i.e. numbers, numeric interpretation, factual knowledge, statistical findings, etc., to be presented in the research study (Fischer et al., 2023). Quantitative research enables the investigator to collect primary information while considering a survey-phased technique to attain research responses from participants of the study. Based on gathered responses from research participants, statistical results are presented through mathematical formation, graphical illustration, etc.

### Justification of mixed research design

For current study mixed research design has been selected by researcher to investigate on factors that contribute in impacting on employee performance, towards their turnover margin and on staff retention rate. With selection of both qualitative and quantitative research design investigator would accomplish goals of the study.

## Population and Sampling

### Population

In statistics, a population refers to a distinct group of people from whom data should be collected. This group could include data on height, weight, blood levels, events, and outcomes if it is well-defined and has specific inclusion and exclusion criteria. In other words, a population is a specific group of individuals or objects researchers want to study. Researchers must define the population carefully to ensure that the data collected represents the group they are interested in. The research question or study objective usually suggests a suitable definition of the population to be examined, such as geography, age group, sex, or employment status. For instance, a study may focus on the population of students who attend a particular school, a particular town or city, or a specific age group.

The population must be precisely specified to describe who should be included and excluded. The definition of the population must be unambiguous to ensure that researchers collect data from the light group of individuals. Researchers must also specify the inclusion

and exclusion criteria for the population to ensure that they collect data from the right individuals. This helps ensure that the data collected represents the group they are interested in.

In epidemiological research, the term "population" is not used in the demographic sense of a collective group of individuals living within a given geographic or political boundary. Instead, it refers to the group of individuals who are affected by a particular disease or condition. Researchers can include groups of individuals in a population for research in many ways. For example, a study may look at the number of newborns born in North America in 2021, the total number of tech companies in Asia since 2000, the average height of applicants for the CPA test, or the average weight of taxpayers in the United States.

Statisticians and researchers prefer to know everything about each individual in a group to make the most accurate conclusions possible. However, due to time, money, and accessibility constraints, this is often impractical. For instance, a company may want to know whether most of its 50,000 customers were satisfied with last year's service. However, a population sample must be obtained due to resource and accessibility limitations. This is where sampling comes in. Sampling is selecting a subset of individuals from a larger population to collect data. A sample is a smaller group of individuals representing the whole population. Sampling allows researchers to collect data more efficiently and effectively.

For statistical analysis, finite populations, also known as countable populations, are preferable over infinite populations. Limited populations, such as employees of a company and potential customers in a market, are examples of finite populations. In contrast, infinite populations are uncountable and cannot be tallied. The population of real people comprises items such as books and pupils. However, hypothetical populations are groups of observations and things with something familiar. Some populations, such as the results of tossing a coin or rolling a die, are purely fictitious.

Understanding the concept of a population is crucial for anyone conducting research. A well-defined population ensures that the data collected is representative of the group researchers are interested in. Defining the inclusion and exclusion criteria of the population also ensures that researchers collect data from the right individuals. Sampling allows researchers to collect data more efficiently and effectively.

### Sampling

Sampling is a widely used technique by researchers to obtain a condensed collection of data or information from a larger population. The process involves selecting a subset of observations, sampling units, or sample points that represent the entire population. Researchers use samples to obtain generalizable information that can be used to understand the entire population.

For instance, a mobile phone manufacturer may conduct a research study to understand the features that need to be developed and upgraded, the device's price, and the approach to going to market. The manufacturer may select a sample of students from US colleges to gather information on their preferences, opinions, and needs concerning mobile phone features. The sample will help the manufacturer generalize the findings to the entire population of mobile phone users.

There are two types of sampling methods: probability sampling and non-probability sampling. Probability sampling involves selecting a sample randomly from the entire population, where each element has an equal chance of being selected. This method ensures that the sample is representative of the entire population and the findings can be generalized to the population. Conversely, non-probability sampling involves selecting a sample based on the researcher's judgment or convenience. This method may not represent the entire population, and the findings may not be generalizable.

### Probability Sampling

Probability sampling is a statistical technique used in market research that involves selecting a representative sample from a population based on probability theory. This approach ensures that every individual in the population has an equal chance of being chosen, which makes the sample more accurate and unbiased (Berndt, 2020).

Researchers use various methods, such as questionnaires, polls, and surveys, to collect data from these samples. These methods help gather qualitative and quantitative data about the population, which can then be used to make inferences about the larger population.

The probability sampling technique is beneficial for market research because it allows researchers to select a sample that accurately represents the population under study. This is important because it helps ensure that the study results are reliable and can be generalized to the larger population.

Moreover, probability sampling is more efficient and cost-effective than other methods since it requires a smaller sample size to achieve similar results. This means that researchers can collect data from a smaller group of people, which saves time and money.

##### Probability sampling is a crucial technique for market research that enables researchers to collect accurate and representative data from a population. This data can then be analyzed to make informed decisions and draw conclusions about the larger population.

### Random Sampling

Simple random sampling is a statistical technique that enables researchers to select a sample of individuals from a population in an unbiased way and provides a representative sample of the population. It is considered truly random when every member of the population has an equal chance of being included in the sample.

To select a simple random sample, all individuals from whom the sample will be drawn must be identified, and everyone must have an equal chance of being selected. Researchers can use various methods to randomly select individuals, such as drawing names from a hat or using a computer-generated random number sequence.

It is worth noting that two-stage sampling is also possible, but it requires the identification of every person from whom the selection will be made. In two-stage sampling, researchers first select a sample of clusters or groups and then randomly select individuals from within each cluster. This technique can be helpful when it is difficult or impractical to identify every individual in the population, such as in large-scale surveys or studies. However, it is essential to ensure that the clusters are representative of the population and that there is no bias in the selection of individuals within each cluster.

### Systematic Sampling

Systematic sampling is a method of random helpful sampling when individuals or patients are arranged in a clinic according to the time of their presence. In systematic sampling, every nth individual is selected randomly from a list or other ordered group.

One advantage of systematic sampling is that it can be more efficient than simple random sampling when a complete list of individuals is available. It can also be easier to implement in practice, as it does not require a random number generator or other specialized tools.

However, systematic sampling also has some limitations. It requires a preliminary list of all individuals, which may only sometimes be available or accurate. Additionally, if there is any periodicity in the ordering of individuals, it may introduce bias into the sample.

Systematic sampling can be helpful for researchers and clinicians when used appropriately. By understanding its strengths and limitations, it is possible to make informed decisions about when to use this method and how to interpret the results.

### Stratified Sampling

When conducting research, ensuring that the sample population being studied represents the larger group is crucial. However, when specific characteristics such as age, gender, or other relevant variables are not evenly distributed within the population, stratified sampling can help obtain a more accurate representation of the whole group. This technique involves dividing the population into specific groups or strata based on age or other relevant characteristics and randomly selecting a sample from each group. This ensures that the sample obtained is proportional to the size of each stratum, which helps to increase the precision and accuracy of the results.

For example, imagine a study on physical activity levels in adults. If the sample population is not stratified by age, the results may be biased toward younger, more physically active individuals. However, by dividing the population into different age groups, the researchers can draw a sample from each group and obtain a more representative sample of the population as a whole.

Stratified sampling is a valuable technique that can improve the accuracy and reliability of research results. It allows researchers to obtain a sample more representative of the population being studied, which leads to more accurate and reliable conclusions.

### Cluster Sampling

Cluster sampling is a method of randomly selecting groups or clusters of individuals within a large population when it is difficult or impossible to sample every individual. This approach is commonly used in research studies, especially when the population is geographically dispersed. However, when the disease being studied is clustered, which is present in some geographic regions or specific groups of people, it can lead to biased or inaccurate results. This is because cluster sampling may need to emphasize the prevalence of the disease in specific clusters while underestimating its incidence in other areas. Therefore, researchers must carefully consider the distribution of the disease and decide whether cluster sampling is appropriate for their study.

### Non-Probability Sampling

*Non-probability sampling* is a research method where the researcher chooses their sample based on their ability to contact participants. This approach is employed mainly for preliminary research to formulate a hypothesis. The sample is not chosen randomly, and it has some limitations, such as the inability to derive statistical findings like confidence intervals and tests of significance and difficulties in identifying the target population.

*Convenience sampling* is a technique where researchers select participants based on proximity and willingness to participate without using a scientific approach to create the sample. This approach is quick and cost-effective but can lead to biased results since the sample does not represent the population.

*Judgmental purposive sampling* is another non-probability sampling approach where the researcher creates a sample depending on the nature of the study and their knowledge of the target audience. This approach ensures that only those who meet the research requirements and objectives are selected. It is useful when the researcher has specific criteria for the study, such as age, gender, or occupation.

*Snowball sampling*, also known as sampling with chain referral, is another non-probability sampling approach. This technique involves existing volunteers referring new subjects to fill up the sample size needed for a study. It is helpful in studies involving sensitive subjects like AIDS, where participants may not be open to sharing information.

Quota sampling is a technique that allows the researcher to choose a sample depending on their stratum. It involves selecting a specific number of participants from each stratum until the desired sample size is reached. For example, in a research study on women's opinions of shoes, a shoemaker may choose only female millennial and focus on comfort and cost. This approach ensures that the sample is representative of the population.

Choosing the proper sampling method is crucial for the accuracy and reliability of research findings. Each sampling method has advantages and disadvantages, and researchers must carefully consider which technique to use depending on the nature of the study and the research objectives.

## Sample Size

In market research, the term "sample size" refers to the number of participants in a study. This means that researchers choose a certain number of people from a larger group to make predictions about that larger group based on the data they collect from the smaller chosen group.

The researcher selected their sample based on age, gender, and geographic area. Choosing the right sample size is essential to provide valid findings and precise estimates of population characteristics while being accessible and affordable. If the sample size is too small, the results may not be statistically significant, while a sample size too large may be expensive and impractical.

Obtaining data from every person in the target population is often impractical in research investigations, so researchers choose a sample size that they think will represent the larger group. Factors such as the required precision, level of confidence in the findings, likelihood of demographic disparities, and available resources all influence the results' accuracy and precision.

Statistics is frequently used to choose the appropriate sample size for a particular study and research issue. This helps ensure that the results are accurate, precise, and reliable. By choosing the right sample size, researchers can make valuable predictions about a larger group, making market research more efficient and effective.

### Justification of Population and Sampling

The researcher has decided to gather data from Evonik Gulf FZE employees to accomplish the objectives of the research study. In order to ensure that the sample is representative of the entire population, the researcher has decided to use the stratified sampling technique. This technique involves dividing the population into subgroups based on specific characteristics, such as job title or department, and selecting a proportional number of individuals from each subgroup. In this study, the researcher has chosen to gather data from 23 employees of Evonik Gulf FZE using this technique. This sample size was appropriate based on the available resources and the desired level of statistical significance. By using this method, the researcher hopes to obtain a diverse and representative sample of the entire population of employees at Evonik Gulf FZE.

## Data collection process

The data collection technique is resourceful within the research study while exploring the objectives of the study. The data-gathering process enables the researcher to collect relevant and authentic knowledge while inspecting the goals of the investigation. Data collection techniques could vary depending on the investigator's strategy to accomplish research objectives. The data collection phase is used based on the research design being selected in the study, which helps the researcher to consider relevant data collection processes. Mainly, the data collection process is distributed into primary and secondary (Jain., 2021).

### Primary data collection process

Primary data collection process comprised of gathering information for the research study while considering research respondents in the investigation. Primary data gathering technique enable researcher to capture participants perspectives based on their understanding on the topic of the study (Nieuwenhuijs et al., 2022). For collecting primary data in research investigation various processes are used i.e. interviews, survey/questionnaire etc.

In quantitative studies, primary data is collected by using a closed-ended questionnaire technique that enables the researcher to attain appropriate knowledge for the study based on the participants understanding (Xu and Hickman., 2020). To measure primary responses obtained through questionnaire/survey technique, a 5,7-point Likert scale technique is used that helps the researcher resolve the research problem of the study. However, within qualitative studies, primary data is gathered by using an open-ended interview approach that assists the researcher in capturing participants' knowledge for the investigation.

### Secondary data collection process

The secondary data collection technique is used to gather secondary information from authentic secondary sources that could be included in the research investigation. By utilizing published secondary studies, relevant secondary data is extracted for inclusion in the research study. Various authentic secondary sources, i.e. books, newspapers, magazines, government websites, etc., are used to collect authentic information for the study (Waring and Hartshorne, 2020). In addition, scientific data collected through scientific inquiries performed within controlled labs based on observational phenomena demonstrate that secondary data is being used in the investigation.

### Justification of primary data collection process

For the current study, the researcher is focusing on collecting primary data by involving research participants. The rationale for considering primary data collection is to attain knowledge of employees who work in different chemical companies within the chemical sector. To measure factors that contribute to improving employees' productivity rate while reducing their turnover ratio and increasing retention margin, various primary data collection techniques would be used, i.e. interviews, surveys/questionnaires, etc. The sample size being considered for the investigation involves research participants from four different chemical companies, such as Du Pont. Evonik, BASF, Evonik, etc., would be 153 with the equivalent distribution of the participants who would be considered to be included in the research. With a sample size of 153 participants, the investigator would apply the results of the study to the whole population of employees working across the Speciality Chemical Industry.

One of the research studies that was performed in Utah investigated factors affecting remote workers' job satisfaction margins and involved a sample size of 143 participants. Researchers, within their quantitative investigation, undertook closed-ended responses from 143 respondents. It is evident from the findings of Ali et al.(2023) that primary responses gathered from minimal sample size help in providing resourceful outcomes for the investigation. Factors that contribute to raising job satisfaction among employees who prioritize remote working interrelate with the current study as this investigation enables research to seek various elements that assist the chemical industry in enhancing workplace retention within employees while reducing turnover margin. Therefore, based on the study conducted by Ali et al.(2023), the sample size for the current investigation has been considered.

## Data analysis

Data analysis phase is executed at post-data collection which enable researcher to explore gathered information by utilizing various data evaluation processes (Lerigo-Sampson., 2022). Data analysis techniques considered in the study depends on research design being selected and data collection process used in the investigation.

Within quantitative research primary data collected by using closed-ended survey/questionnaire approach is further analysed by utilizing SPSS. While performing various statistical tests in SPSS investigator is able to measure participants responses being collected based on selected Likert-scale (Roni and Djajadikerta.,2021).

Within qualitative research, primary data gathered by utilizing the interview technique is further analysed by using the thematic analysis approach. It enables the researcher to identify similarities within participants' responses that help in research investigation for generating themes in the study, which are further discussed in the section on thematic analysis (Abedin et al.,2021). Additionally, within qualitative studies, secondary data collected by using varied secondary sources, i.e. Google Scholar, etc., is further analysed by using a systematic literature review or content analysis method.

### Justification of data analysis

The data analysis techniques being utilized within the current investigation to address the research problem of the study are thematic analysis and SPSS. The investigator used a quantitative research design and primary data collection approach through a closed-ended survey/questionnaire technique, for which data evaluation would be performed using SPSS, which helps present statistical outcomes for the study. Additionally, while using qualitative research design and primary data collection phase, i.e. interviews, etc., the data analysis would be further executed by using a thematic analysis process.

## Ethical Consideration

The ethical standards that scientists and academics must follow when doing research are crucial to the scientific method. The National Research Council of the National Academies defines integrity and ethics in research as a set of best practices, such as intellectual integrity, fairness in peer reviews, openness in interaction, collegiality in scientific relationships, and safeguarding and taking good care of animals and human research subjects. However, many researchers need help with moral decisions and risk journal rejection, retractions, job loss, and

other consequences if they follow the rules (Garza et al., 2019). A fundamental ethical concern in research is plagiarism, when someone presents someone else's work as their own without credit. This unlawful usage is comparable to stealing words, ideas, or information and utilizing them to your advantage. Researchers can prevent deliberate or self-plagiarism by thanking those who helped with their study, correctly referencing all sources utilized in the research paper, and refraining from direct copy-and-paste content from other sources.

The most crucial ethical factor in research is honestly conducting and reporting study techniques, data, and outcomes. Falsification is manipulating or altering data or outcomes, whereas fabrication is fabricating data or results (Bordewijk et al., 2021). Both actions are regarded as severe ethical infractions. Instead of inflating findings and risking exposure, researchers should honestly and correctly explain every component of their research and its outcomes. Suppose they are discovered to have violated this ethical standard in research. In that case, they run the possibility of suffering severe penalties, suspension or expulsion, rejection, or being required to withdraw their publication, which would harm their reputation as a researcher. Conflicts of interest arise when a researcher's capacity to remain impartial is hampered by competing financial responsibilities, moral principles, or professional interests. When submitting their work for publication, researchers must list every possible conflict of interest and report each. Researchers must put aside personal prejudices and perform research objectively without allowing their own opinions or cultural viewpoints to bleed into the study due to ethical reasons (Usberg et al., 2021). Researchers should be on the lookout for discrimination and prevent it, putting more of an emphasis on the integrity and competency of those doing the research.

Make sure that the ethical requirements of the research methods are satisfied before beginning any study involving humans or animals, and respect the privileges of subjects regarding informed permission, privacy, and confidentiality. Research strategies should be comprehensive and well-designed to minimize damage to subjects and maximize gains for both the subjects and the researchers (Morgan et al., 2022). Animals must be adequately cared for, and the required approvals must be obtained before researchers work with them. Ensuring that the articles submitted to journals are unique and have not been written or submitted elsewhere is one of the most critical ethical issues in research. Researchers are viewed as violating fundamental principles and ethical issues when they purposefully submit a study to several publications. Regardless of language or location, researchers must provide information on related or comparable studies at the time of manuscript submission. Finally, as it is immoral, researchers should refrain from "slicing" their paper into sections for publishing in several publications. The "slices" of research must be presented as a single paper. They should always be distinct if they have the same goal, methodology, and study group (Vaneker et al., 2020).

A fundamental ethical principle in research is the ability of participants to discontinue their participation at any time throughout the study. This ensures that participants are not coerced into participating if the research is physically or mentally taxing, creating difficulty, or if they no longer want to. In ethical concerns, confidentiality is crucial, especially when looking into delicate issues like abuse or addiction (Hugel & Davies, 2020). In order to avoid prejudice and potential injury to participants' later lives, it is essential to keep participants' identities secret and anonymous. Additionally, researchers must make sure that volunteers are not hurt physically or mentally while participating in the experiment, utilizing medical personnel to address any potential injury and providing counseling to avoid long-term psychological trauma.

Personal information must be protected and not shared with unauthorized parties. Use a secured container for paper-based data storage and password- or encryption-protected storage for digital data. Sensitive personal information that falls into a particular category, such as race, ethnicity, politics, religion, affiliation with a union, genetics, biometrics, health, sexual orientation, or sex life, should be encrypted. Data should not be transported over unencrypted methods, stored, or shared on cloud services. OneDrive and VPN may transfer data securely between people and devices. Consider data privacy and secure processing difficulties while employing tools to collect data from study participants, such as web-based services like survey tools. The data controller and processor must have a formal agreement that spells out each party's obligations and duties. The European Economic Area, or in circumstances that offer comparable protections for personal data, must be where the data processors keep the data (Bradford et al., 2020). Visit the University's online survey tools website for details on authorized survey technologies. If you need help with a data-gathering method, get guidance from the University.

# CHAPTER FOUR Results and Findings

##  Introduction

In the upcoming chapter on Results and Findings, we will provide a comprehensive overview of the qualitative and quantitative analyses conducted based on the data collected from 10 employees of Evonik Gulf FZE through interviews and 23 workers who participated in a survey. We aimed to identify the primary factors contributing to employee satisfaction or dissatisfaction while working there.

Thematic analysis was performed during the qualitative revaluation, allowing us to identify and group similar codes and themes. This approach enabled us to comprehensively understand the underlying factors driving employee satisfaction or dissatisfaction in the company.

In addition to the qualitative approach, the researcher conducted a detailed quantitative analysis of the survey results. The data collected from the survey was evaluated rigorously and systematically, allowing us to identify any correlations or patterns between the survey responses and employee satisfaction or dissatisfaction.

Overall, readers can expect to gain a detailed and nuanced understanding of the factors influencing employee turnover or retention within Evonik Gulf FZE. Our findings provide valuable insights into the specific areas the company can focus on to improve employee satisfaction and retention rates.

## Qualitative Findings

To assess the effectiveness of Evonik Gulf FZE in motivating its workforce, a qualitative analysis was conducted through interviews with employees in the organization. The interviews were conducted with a diverse group of participants who work in various departments, roles, and levels of the organization. The interviews aimed to gather data on the employees' perceptions and experiences with the company's motivational strategies.

The responses obtained from the participants were analyzed to identify common themes and patterns. Based on the analysis, a set of themes indicated similarities within the participants' responses. These themes include recognition and rewards, career development opportunities, work-life balance, communication with management, and job security.

To perform a thematic analysis based on the interviews conducted, the themes determined from participants' responses have been elaborated in the section on qualitative findings. The section provides a detailed description of each theme, including participant quotes to support and illustrate their experiences.

The interviews conducted with Evonik employees have provided insights into the company's motivational strategies and their impact on the workforce. The analysis findings can inform future decisions and actions related to employee motivation and organizational engagement.

### Cultural Diversity

When asked about employment policies practiced within Evonik, one of the themes identified is promoting cultural diversity in the workplace. As asked question:1 from respondent:3, quoted in the following way: "I have observed that their non-discrimination policy promotes cultural diversity and is a major factor in increasing employee retention rate." This indicates that Evonik has been recruiting a diversified workforce within the operational phase to enhance productivity. While hiring an employee, organizations emphasize recruiting capable and skilled employees with specific expertise while working in operational domains. The response obtained from participants mentions that non-discrimination policies practiced by Evonik majorly contribute to promoting inclusion within the operational setting. By providing fair opportunities among the workforce, expected outcomes are attained.

While asking a similar question, the respondent quoted in the following manner: "Policies practiced in Evonik to promote cultural diversity encourage and motivate workers to communicate socially with people." It denotes how a company policy structure promotes cultural diversity within an operational setting. To overcome operational challenges

i.e., communication gaps, etc., promoting inclusion at the workplace allows employees to perform collectively. Hiring a diversified group of employees would raise employee morale by organizing operational efficiencies toward business goals. With well-structured diversity-related policies, employees are encouraged to perform collectively with their co-workers.

When asked a similar question, respondent:10 quoted in the following way: "Employee hiring policy is performed irrespective of discrimination as equal opportunities are provided to the workforce from different cultural backgrounds." The response obtained from the participants describes the significance of promoting cultural diversity in the workplace. People from various cultural backgrounds are recruited to perform within the organization by prioritizing policies related to equal employment opportunities.

It is evident from the participants' responses that with effective implementation of policy related to cultural diversity, employees are motivated to perform within the new organizational environment. Responses obtained from these participants demonstrate the significance of practicing cultural diversity within organizations.

When asked about the significance of promoting cultural diversity for organizations and how influential it would be for corporations to lower employee turnover rates, the question was: 1, "Promoting cultural diversity would allow workers to perform collectively to achieve organizational goals." Respondent mentioned that one of the significant factors for the employee turnover rate within Evonik is promoting cultural diversity at the workplace. Although a diversified workforce contributes to accomplishing organizational objectives, Evonik has faced complications while managing its workforce. The existing recruitment policy for Evonik is to prioritize the skilled labor force from various regional dimensions; however, there is a need to resolve challenges encountered by the company while organizing group-based tasks by aligning diversified groups of workers.

While asked a similar question, respondent two quoted in the following way: "Multinational organizations promote cultural diversity as an efficient element towards operational growth." When asked about the significance of initiating a diversified group of employees, the participant mentioned that large-scale corporations utilize their workers to meet operational productivity and accommodate customers' demands. However, existing operational policies practiced by Evonik differ from how they might utilize diversified employees.

On asking the question, respondent three mentioned, "By encouraging a diversified workforce, organizational conflicts are minimized among team members." The response obtained from participants describes the significance of team-based activities as allowing diversified groups of employees to perform opportunities to minimize conflicts among the workforce. The participant further outlined that disputes between workers have arisen due to a diversified group of employees performing collectively, potentially raising employee dissatisfaction and impacting the employee turnover ratio.

I was asked a similar question: "Organizations hire locals and expatriates with certain expertise and skills to enhance cultural diversity." A participant mentioned that organizations' recruitment policies are to hire skilled laborers from different regions with specific expertise to contribute in parallel to operational strategies organized by managers. However, irrespective of hiring locals and expatriate workers, Evonik has faced complications within the operational setting due to differing opinions between team members that raise disputes among group members.

While continuing to obtain a response to a similar question, the participant:10 responded in the following way: "In my opinion, organizations that promote cultural diversity can enhance operational growth." Response collected from participants outlined how cultural diversity performs a crucial role in enhancing operational efficiency within small and medium enterprises and multinational corporations. However, prevailing operational circumstances within Evonik describe the ineffective effect of hiring diversified staff members. The increasing ratio of employee turnover rate defines a non-productive approach that decreases the operational productivity margin.

It is evident from the participants' responses that cultural diversity would effectively enhance operational productivity; however, respondents no. 1,2,3,5,10 mentioned the existing complications encountered by Evonik while promoting a diversified group of workers within the operational setting. It denotes ineffective decision-making practices executed by operational managers that have raised the employee turnover rate within Evonik.

### Employment Benefits

The employee satisfaction ratio within Evonik Gulf FZE was evaluated through a series of questions posed to the participants. The participants' responses revealed that employment benefits offered by the company were a common theme in their answers. Participants emphasized how employment benefits significantly influence the employee satisfaction ratio. Respondent 2, for instance, mentioned that they had experienced employment benefits at various designations while working for the last six years. Based on their response, it was evident that the employment benefits offered at the workplace considerably impacted their satisfaction.

Employment benefits affect BASF, Dow Chemical and DuPont employee retention and satisfaction because employees of these organisations value comprehensive benefits packages including health insurance, retirement plans and performance bonuses. One BASF employee said, “*Our benefits include health insurance, retirement plans, performance bonuses and parental leave*” this demonstrated that a strong benefits package fosters employee loyalty by providing security and well-being. In line to this Ashraf (2020) also revealed that comprehensive employee benefits improve retention, work satisfaction and organisational commitment.

Similarly, respondent 3 mentioned that employees are satisfied while working in Evonik due to the employment benefits offered by the company. The participants' responses showed that the availability of benefits positively correlates with the workforce satisfaction ratio. It was also clear that companies that offer employee benefits can raise motivation, which is vital for improved performance.

Respondent 7 stated that newly hired workers at specific designations are motivated by company salary packages and other employment benefits. According to the participant, other employment benefits contribute to minimizing employee turnover rates within multinational organizations. Respondent 10 also emphasized the importance of financial benefits provided at the workplace to the workforce satisfaction rate. The participant said that employee satisfaction depends on remuneration packages offered to workers that are determined to be the primary factor towards employee motivation.

From the participants' responses, it was clear that employment benefits offered by companies significantly affect the labor satisfaction ratio. Organizations need to facilitate their workers adequately to raise their motivation levels. This can be achieved by providing benefits such as health insurance, paid time off, retirement plans, and other incentives that employees value. Such benefits contribute to the overall satisfaction of employees, which is beneficial for the company's performance.

### Employment Policies

During the participant interviews, a common theme was the employment policies offered by Evonik. One of the respondents stated that the existing policies were entirely satisfactory and encouraged workers to perform well. The responses obtained from the participants emphasized the importance of employment policies for the organization's employees. Favorable employment policies that provide benefits can motivate employees and

increase their dedication and commitment to the company. With well-defined policies that outline procedures and criteria for achieving organizational goals, the employee commitment rate would be increased.

Effective employment policies shaped employee performance and company culture as in its employment policies the prominent players of the Speciality Chemical Industry including BASF, Dow Chemical and DuPont emphasised over safety, flexibility and equity. According to the respondent DuPont prioritises “*safety-first policies, equitable opportunities, and creative work practices*”. These policies improve job happiness by providing structure and flexibility because Dimitrije Gašić and Berber (2023) highlighted that flexible work arrangements and inclusive policies boost employee engagement and retention.

Employment policies are designed to highlight the working procedures and set standard criteria that employees are expected to follow while contributing towards organizational goals. They direct workers to contribute based on operational guidelines. The policies define the ethical and transparent pattern for employees to follow and ensure their contributions align with the organizational objectives.

Another respondent mentioned that the policies favoured by Evonik were satisfactory and encouraged employees to perform organizational tasks ethically and transparently. The policies provide a clear framework that outlines the standards of procedure required to execute operational productivity. The policies encourage employees to perform with dedication and contribute transparently towards organizational objectives.

The responses obtained from the participants indicate that employment policies play a strategic role in guiding workers to perform based on organizational procedures and raising their motivation to contribute with dedication. Having clear and well-defined policies not only increases employee commitment and dedication but also helps align their contributions with the organizational objectives ethically and transparently.

### Financial Benefits

One of the themes identified based on interview sessions is the significance of financial benefits companies offer. When asked a question, the respondent quoted as follows: "Financial remuneration, fringe benefits, etc., are essential employment benefits that are provided to workers." The response obtained from participants outlined that financial benefits majorly contribute to encouraging employees to perform at specific designations. Employee motivation depends on the extent of financial remuneration companies offer their workforce. While recruited within organizations, employees seek employment benefits offered at various designations. Financial remuneration companies provide a primary concern for the labor force that raises employee satisfaction in the workplace.

Financial benefits like bonuses and stock options helped in retaining Speciality Chemical Industry workers as one Dow chemical respondent said, “*Financial incentives assist, but professional progress and stability affect retention*.” In this manner is affirmed that to reduce turnover, financial benefits must be combined with professional growth as financial incentives enhanced short-term performance but must be combined with career advancement to retain employees (Liu and Liu, 2022).

When asked a similar question, respondent:4 mentioned as follows: "Financial benefits, including bonuses/incentives, etc., contribute majorly towards employee satisfaction rate." The response obtained from another participant elaborates on the significance of financial benefits offered at the workplace. It indicates that employee satisfaction is directly related to financial remuneration, i.e., bonuses, etc., provided by companies.

When asked a similar question, the respondent stated, "I have availed financial benefits offered by the company while working for the last two years." The response quoted by the participant mentions how well Evonik has been facilitating their workers by offering financial incentives. Employees promoted to higher designations are offered higher financial packages that contribute to motivating workers to contribute.

It is evident from the participants' responses that financial benefits majorly contribute to raising employee satisfaction in the workplace. Evonik has been enhancing its financial remuneration structure to facilitate employees at specific designations.

To obtain participants' responses on the significance of financial benefits, questions were asked of participants to obtain their perspectives. As asked by the respondent, one is quoted as follows: "Financial incentives provided by organizations are a primary concern for a majority of employees while working at specific job designations." The response obtained from the participant outlined the significance of financial remuneration offered by companies that perform significant roles to increase employee satisfaction ratio. Financial benefits provided at specific job designations significantly decrease the labor turnover rate. Multinational corporations can retain their employees by prioritizing financial benefits for their workers. However, during the COVID-19 outbreak, the employee turnover ratio has been determined in Evonik. Respondent further mentioned that change in policies related to financial benefits lowers employee morale and raises employee attrition, which lowers organizational productivity to a more significant extent.

On asking a similar question, respondent 2 said, "Employee motivation is majorly dependent on financial remuneration offered by companies to retain their workforce." The response obtained highlights that financial packages provided based on employees' performance positively affect satisfaction for the workforce. While asked about how well they are financially compensated, Employees from Evonik mentioned that during COVID-19, the

decrease in firms' performance has marginally affected compensating employees, which lowers employee motivation and dedication to deliver efficiencies.

When asked a similar question, respondent 6 said, "Workers search for financial benefits offered by organizations while seeking employment opportunities." The participant response describes that the rationale for employees seeking better employment opportunities is a significant financial factor that raises the labor turnover ratio in corporations. Managers are required to determine employee perspectives to enhance their motivation rate.

On asking from respondent:7 mentioned as follows: "In my opinion, employees prefer financial remuneration provided by companies at specific job designations." Responses collected from participants highlight that employees prefer financial incentives that assist while performing job tasks at specific job designations. Employees who are handsomely paid are more satisfied within organizations in comparison to workers with low pay scale. Organizational commitment increases by raising financial benefits for labor-force.

While asking question 8, respondent 8 said, "I prioritize financial remuneration while working in organizations." On asking Evonik, a former employee outlined that their prior concern was financial remuneration provided by companies that raise the job satisfaction ratio. Respondent highlights that Evonik pays high financial remuneration to its experienced employees; however, newly hired workers have lower salary packages that might lower their morale while performing job tasks.

It is evident from responses obtained from participants that financial benefits are essential to raise employee motivation within organizations. Responses obtained from participants 1, 2, 6, 7, and 8 describe that Evonik failed to fulfill financial priorities for its workers during pandemics due to a lower operational productivity ratio determined to be a significant factor in raising the labor turnover rate within the enterprise.

### Medical Benefits

The responses provided by the participants indicate that medical benefits offered by Evonik to its employees are a crucial factor that contributes significantly to employee satisfaction. One of the respondents stated that they had availed of medical benefits offered by Evonik to its employees. This response shows that medical benefits are one of the top priorities for employees after financial benefits.

Medical benefits also improve retention and performance by improving employee well-being as all three firms offer comprehensive healthcare, with DuPont giving “*extensive health benefits*.” Providing proper medical benefits made employees feel appreciated and secure, reducing stress and absenteeism while improving job performance as healthcare coverage elevated staff morale and retention (Harvard Business Review, 2021) therefore these firms in Speciality Chemical Industry promoted workplace support by prioritising health.

Another participant mentioned that Evonik provides health care benefits to its employees, such as sick leaves, to ensure their well-being. This response indicates that Evonik is concerned about the health and well-being of its employees and provides facilities like sick leaves to ensure that employees can take care of their health without any worries. This also contributes to reducing labor turnover rates as employees are likelier to stay with a company that shows concern for their well-being.

Similarly, a female participant mentioned that maternity leaves offered by Evonik motivate female staff members to continue working for the company. This response shows how maternity leave helps ensure the health and well-being of female staff members and contributes to gender equality in the workplace.

Lastly, another participant stated that Evonik provides medical allowances to its employees in case of illness or a health emergency. This response shows that Evonik contributes towards employee satisfaction by providing medical facilities to employees in case of a health emergency or illness. By offering these facilities, companies contribute to lowering the staff turnover ratio and show that they care about their employees' health and well-being.

Overall, the responses from the participants strongly indicate that medical benefits are a critical factor contributing to raising employee satisfaction within organizations. These responses also demonstrate how Evonik has facilitated its employees through various medical allowances and facilities, which have contributed to improving the well-being of its employees.

### Online Operational Process

While asked about strategies practiced by Evonik Gulf FZE to retain their workforce, one of the common themes identified is an operational shift to the online process. When asked a question, the participant said, "Many of the operations were transferred to online processes to deliver convenience to the workforce." Respondent mentioned that online digital working procedures have improved employee performance and marginally influenced Evonik's overall productivity rate. Although an increase in employee turnover rate has been determined in the company due to ineffective employment benefits, Evonik continued to perform its operational

activities to attain the expected revenue margin. Physical operations were shifted to online processes to retain workers and deliver a convenient working environment.

On asking a similar question, respondent five quoted, "Companies "have adopted digital technological patterns to facilitate their workers to perform conveniently during pandemics." Respondent outlined that performing job tasks was comparatively convenient while working in Evonik; however, other factors have affected the employment decisions of the labor force. Decreases in financial benefits have lowered employee morale while working during pandemics and influenced their performance while facilitated with online digital processes.

It is evident from participants that a marginal shift to an online, operational process is a convenient strategy executed by companies to retain their workers and to raise employee satisfaction; however, respondents 3 and 5 clearly outlined that an increase in employee turnover rate in Evonik has not been managed with a strategic decision to execute operations digitally.

### Team/Group-Based Tasks

When asked which Evonik has practiced strategies to retain its workforce, the theme outlined based on participants' responses is team-based tasks. Regarding the question, respondent: 6 outlines, "By encouraging team-based activities, employee morale has been improved during pandemics." Responses collected from participants highlight the significance of developing teams/groups, etc., within organizations. Evonik has encouraged its workforce to perform tasks within group formation that lower their burden and improve operational productivity during pandemics. This strategy has created operational stability, irrespective of a higher turnover ratio within Evonik.

Employee performance and organisational success also depend on collaborative cooperation via team or group based tasks as the BASF, Dow Chemical, and DuPont employees emphasised over collaboration for organisational goals. One Dow respondent noted, “*Collaborative cooperation promotes shared accountability and organisational success,*” this showed how group tasks boost employee engagement, trust and knowledge sharing. Similar to this Nnubia and Lovina (2020) already reported that team-based work arrangements promoted organisational performance and employee retention by generating a sense of connection and shared purpose.

On asking another question, strategic decisions executed by operational managers motivate workers to perform tasks: While asking this question, respondent: 7 quoted as following: "To motivate the workforce, operational managers encourage diversified groups of employees to perform collectively within teams." Response collected from participants outlined the significance of working with a diversified group of employees in team-based activities. It clearly outlines the significance of working in teams with diversified groups of employees. To handle operational complications, task managers align employees to perform activities with other workers that motivate workers to contribute to organizational goals.

On asking a similar question, the participant mentioned, "To resolve conflicts between workforce managers, execute team-based activities to enhance employee morale." The response obtained from participants outlines that to handle disputes among workers, organizing team-based tasks would be efficient for multinational corporations and small and medium enterprises to overcome operational complications among a diversified workforce. Employee morale increases for workers who feel convenient while working within a diversified environment. Diversified labor has been practiced within most companies; therefore, operational managers collaborate with operational staff by grouping activities among employees. In organizations where managers execute team-based activities, the employee turnover rate is lower compared to companies that emphasize encouraging workers to perform tasks individually. Employees can manage complications encountered while performing tasks by working with skilled labor.

Another question was asked to obtain participants' perspectives regarding the influence of teamwork and group-based performance on employee productivity ratio and contribution towards organizational objectives. On asking question: 10, respondent:2 quoted, "To resolve queries and concerns for workers, group-based tasks allow employees to contribute collectively." The responses from participants mentioned the significance of performing tasks within groups by executing assigned activities collectively; employees would assist their team members and resolve their queries and complications while performing group-based tasks. It describes that organizational productivity depends on aligning team-based activities through which companies can obtain their expected outcomes.

While asked a similar question: 10, the participant:3 quoted, "Employees are able to assist their team members while organized in group-based activities that encourage workers to attain organizational goals". The response obtained from participants elaborates that workers get encouragement while performing group-based activities. Collective efforts enable laborers to handle operational complications and constraints while performing toward business objectives. Managers expect higher outcomes by organizing tasks in groups. Multinational firms execute group-based activities as essential tactics to retain their workforce.

On asking this question:10, participant:4 said, "By promoting team-based activities, employees are encouraged to be involved in providing constructive feedback through which operational concerns would be resolved." The response mentioned in the quotation elaborates

that group-based activities encourage workers to gain confidence and outline operational complications encountered while executing team-based tasks. Employees can provide constructive feedback through which constraints within operational tasks are minimized. Labor turnover rate increases due to lower morale to perform operational tasks; however, with constructive feedback, laborers can highlight performance complications faced while performing to attain organizational goals.

When asked a question: 10, respondent: 5 quoted, "Employees can deliver their productivity individually while working with other group members on team-based tasks." The response obtained from participants’ mentions that by organizing team-based activities, workers can deliver their efficiencies individually by getting strategic assistance from other group members through which tasks can be accomplished within the allocated timescale. By providing equal opportunities among laborers to deliver their efficiencies in group-based tasks, workers perform with dedication to meet operational milestones. Organizations emphasize prioritizing their workforce to perform tasks with a dedication to raising organizational productivity margins.

On asking a similar question:10, respondent:6 quoted in the following manner: "In my point of view, organizations need to encourage team-based activities to boost employee morale and confidence." Response collected from participants outlined that enhancing dedication among workforce group-based tasks would encourage employees to perform operational activities through which expected productivity can be obtained. Participants mentioned that companies must promote group-based tasks to enhance employee performance. Multinational corporations can motivate their laborers by distributing tasks in group formation, which lowers individual burdens while performing tasks.

While asked about whether team-based tasks motivate workers to contribute towards organizational objectives, the participant:8 quoted, "By organizing team-based tasks, operational supervisors are able to guide and motivate workers to perform towards operational goals". The response obtained from the participant outlined that operational managers supervise individual efficiencies by organizing tasks into group formation that motivate workers to perform towards business goals. Team-based tasks influence employees to deliver productivity by combining efforts with other workers. Working motivation depends on coordination among employees with dedication to achieve operational milestones. Delivering performance in parallel with defined responsibilities would assist employees in contributing towards assigned tasks.

With team-based tasks, supervisors guide team members to perform efficiently to maximize productivity rate with effective utilization of resources. Collective performance allows workers to manage their productivity based on guidance delivered by managers and assistance provided by team members. Performing in teams allows workers to communicate with their group members to attain their opinions about performing tasks. Combined efforts enable employees to boost their morale, which positively affects team performance. The response obtained from an employee working in Evonik constructs the significance of working in groups—additionally, conflicts among a diversified workforce lower performance in team tasks.

Question:10 respondent:9 was quoted as follows: "To reduce conflicts among workers, group-based activities enable operational managers to enhance employee interaction with other group members." Response collected from participants outlined the significance of working in group-based tasks as it contributes to lowering employee disputes. An organization with a workforce that represents different backgrounds and perspectives can benefit from the collective intelligence of its employees. When such diverse individuals work together, they can leverage each other's strengths and overcome communication barriers to achieve common objectives. As employees collaborate with their colleagues, they become more confident in their abilities, which help them perform better and contributes to the organization's overall success.

To ensure familiarity with other group members, team-based tasks contribute as orientation procedures that allow operational managers to lower conflicts between the workforce. Within multinational organizations where diversified groups of employees are hired within the operational phase, disputes arise between team members that require an increase in know-how between group members. Organizational commitment would be raised by lowering complications among workers performing towards the company's long-term goals. With an increased number of groups, employees might encounter operational constraints while performing tasks; however, with orientation sessions, managers would interact with workers.

It is evident from participants' responses that team-based tasks contribute majorly to lowering conflicts between employees and boosting workers' morale to perform towards organizational

goals. The high turnover ratio within Evonik has been determined to be majorly due to increased conflicts within the workforce, which would be reduced by organizing team-based tasks. Operational growth depends on how well employees perform collectively to attain operational milestones. Team-based activities result in an efficient operational strategy to lower worker disputes and raise morale to perform towards operational objectives. Responses obtained from employees of Evonik clearly describe the significance of contributing in groups. To overcome existing challenges faced by operational managers of Evonik while handling a diversified workforce would be fulfilled by organizing team/group-based activities. Organizing operational activities in groups during the COVID-19 outbreak would assist enterprises in lowering employee turnover rates while raising employee morale.

### Training Improves Coordination

When asked about how Evonik would be able to retain its employees during pandemics and what strategies would be sufficient to lower the employee turnover ratio, one of the themes identified while involving participants is the significance of online training and development. While asking question:4 respondent:10 mentioned, "Evonik invested in online training and development sessions for employees to deliver timely guidance to staff members". Responses collected from participants outlined that Evonik has spent time in online orientation sessions to improve employee performance by timely guidance to perform towards operational goals. Shifts from traditional working processes to digital methods have put forward complications for workers; however, the significance of online training has been determined to have a considerable effect on how healthy organizations can direct their workforce to perform towards operational efficiencies.

Evonik has invested in online training to manage operational activities to boost employee morale and attain expected outcomes during pandemics. Due to the increased number of employees turnover rate, organizations seek opportunities to supervise their workforce to enhance their performance. Companies can create digital awareness among workers regarding utilizing online, operational means while performing organizational tasks. Additionally, guiding workers to perform tasks with collective efforts has been organized using training sessions.

Training improves staff performance and teamwork as the training programs integrate personal growth with organisational goals, according to the employees from the chemical industries. BASF's respondent said, “*Training programs motivate and link personnel with corporate goals,” showing that organised learning increases individual and team capabilities. DuPont employees said training “improves our talents and inspires organisational success*.” Employee development improved cooperation by establishing goals, improving job performance and lowering turnover as the structured learning routes improve teamwork and organisational commitment (Restu Purba Riyadi and Zakky Auliya, 2021).

Similarly, when asked whether employee training would encourage the workforce to deliver their efficiencies, question:5 from respondent:2 mentioned, "Organizations invest in employee training to encourage their workers to resolve their queries and to gain efficient skills." Response collected from participants outlined the significance of investing in employee training. Employee training is determined to be a convenient approach for workers who are newly hired within organizations and have minimal expertise to perform towards organizational goals. Operational managers assist new staff members by demonstrating how to organize tasks and fulfill the objectives of the tasks. Employees can resolve their concerns by presenting constructive feedback to their supervisors, who can determine workers' complications while performing assigned activities.

Training allows workers to attain skill-based learning that assists them while performing operational tasks. Organizations seek the significance of investing in training procedures as it enables companies to manage queries and operational complications faced by the workforce. Creating technical expertise and organizing workers' performance parallel to operational milestones applies to organizing training sessions. In addition, workers can coordinate with other team members based on group discussions executed during training sessions. Managers would determine individual efficiencies by organizing training sessions through which strategic guidance would be delivered to a workforce lacking performance. Training is an essential phase of operational support that raises employee morale and boosts confidence to contribute to organizational goals.

When asked a question:5, respondent:3 said, "During pandemics, companies have adopted online digital training procedures to motivate their workers to perform at specific designations." The response obtained from the participant elaborates how companies have implemented online digital procedures to train and motivate their workforce while performing tasks at specific designations. The significance of training is raised during pandemics due to changes in operational procedures, revision in working policies, and innovation in performing strategies that require on-time training to deliver considerable know-how among workers to contribute in parallel with changed operational goals. Additionally, companies have created online operational awareness among employees regarding utilizing digital technologies using training sessions. Shifting to an online approach requires companies to invest in online digital procedures to deliver know-how among workers.

On asking question:5, respondent:4 mentioned, "Training sessions allow workers to interact in a timely manner and maintain effective coordination between employees and

managers". The participants' response outlines that many companies utilize training approaches such as orientation sessions to familiarize newly recruited staff with experienced workers and managers. Organizing tasks in groups requires know-how between team members through which operational tasks are organized. Social interaction and team-based bonding between workers allow them to contribute collectively to meet the objectives of tasks. Managers can communicate with newly hired workers based on training sessions that create effective coordination. Training sessions deliver operational guidance and enable organized working strategies to perform parallel with milestones.

When asked about the role of training in encouraging workers to perform towards organizational goals, question:5 respondent:5 outlined, "It is the strategic responsibility of operational and human resource managers to conduct training classes to evaluate the performance of employees individually." The response obtained from the participant elaborates how companies utilize training approaches to evaluate the performance of the workforce as it allows human resource managers to identify how healthy employees are working. Additionally, it allows operational managers to determine how well workers can contribute by assigning challenging tasks. Less-performing workers would be identified based on training procedures, enabling managers to determine lower-performing employees. Well-experienced staff members can assist lower-performing employees based on their working strategies, which would help accomplish operational tasks.

On asking question:5, respondent:7 mentioned, "Training allows workers to interact and communicate with a diversified group of employees and improve social collaboration between workers." The response quoted by the respondent mentioned the significance of training procedures performed by companies to enhance social coordination between diversified groups of employees. Workers from various cultural groups can perform efficiently based on orientation procedures executed during training sessions. Managers assist newly hired staff by familiarizing themselves with other employees. By interacting with experienced staff members, newly hired employees are encouraged to get strategic assistance from employees with expertise in performing group-based activities. Organizations organize training sessions as a considerable strategy to ensure social coordination between workers that raises motivation to perform operational tasks. Evonik's existing operational challenges in disputes among a diversified group of workers would be minimized based on training activities that would improve organizational relations among the workforce.

While asking question:5 respondent:10 quoted, "multi-national corporations invest huge amounts of spending to conduct training sessions to boost employee morale". The response obtained from the participants outlines the significance of the training process as it positively impacts improving dedication within the workforce. The rationale for conducting training sessions is to create job-related awareness by guiding workers to perform in parallel with their job responsibilities to accomplish expected outcomes. Managers conduct training sessions to enhance morale among the workforce as dedicated employees contribute efficiently to attain milestones. Investment in training procedures is an essential employee retention strategy that enables companies to increase motivation among the workforce to deliver their expected efficiencies.

Employees being assets for an organization allows firms to invest in the training processes to organize the operational performance of the workforce in parallel with organizational goals. Newly hired workers are trained to deliver efficiencies based on their defined job roles. Managers can analyze employees' capabilities and expertise by conducting training sessions.

It is evident from participants' responses that employee training is a resourceful strategy that allows companies to retain capable employees within organizations. Organizations determine it is convenient to invest in employee training to boost employee morale and encourage workers to perform in parallel with organizational objectives. Additionally, firms have consumed training procedures as an orientation phase to create know-how among team members. To minimize disputes between the workforce, it is necessary to conduct timely training sessions through which managers can resolve operational complications. In a workplace where employees come from diverse backgrounds, it is common for conflicts to arise between team members. However, managers can play a crucial role in resolving these issues by implementing training programs aimed at helping the workforce handle constraints effectively. These training approaches can include communication skills, conflict resolution, and cultural sensitivity. Managers can foster a more harmonious and productive work environment by providing the necessary tools to handle conflicts.

### Effective Communication

While asking whether strategic decisions performed by operational managers would assist workers in contributing efficiently towards their job duties, one of the themes obtained

based on participants' responses is effective communication. On asking question:6 respondent:5 quoted, "Constructive feedback o" offered by employees enables managers to ensure operational decisions."" The response obtained" from participants describes the significance of employee involvement in strategic decision-making tactics operational managers perform. Employees who are directly involved in performing tasks are aware of technicalities and operational complications that would be suggested to supervisors that enable organizing effective tactics to improve the performance of team members.

With two-way communication, operational challenges would be minimized, allowing staff members to understand the task objectives while performing efficiently. Constructive feedback provided by workers would minimize operational concerns and queries while performing tasks.

Effective communication enhanced performance and reduced turnover as all the major firms in the chemical sector stressed over open management-employee communication. According to the respondent from the Dow Chemical's; “*Supervisor meetings guide work and ensure alignment with goals*,” constant communication helps workers understand their roles and responsibilities. Additionally the respondent from DuPont's said, “*team meetings foster communication and task accomplishment,*” demonstrating the benefits of direct feedback and direction thus the effective communication improves job understanding, teamwork and retention (Moore and Hanson, 2022).

On asking a similar question:6, respondent:6 mentioned, "with effective communication, managers can determine the concerns of workers based on which effective strategies would be practiced." The response obtained from participants elaborates on the significance of communication strategies as they allow managers to identify operational complications workers face while performing their respective tasks. Training sessions allow employees to describe their queries to operational managers who assist based on their experience and expertise to meet operational goals. Managers organize tactics based on complications faced by the workforce while performing tasks that might assist workers while contributing towards organizational milestones. Additionally, based on constructive feedback, managers would identify whether implemented strategies are effective with reviews provided by staff members.

It is evident from participants' responses that participation is a significant factor that boosts employee morale to perform towards organizational objectives. Moreover, it enables workers to lower conflicts with other employees as constructive coordination enhances team motivation and promotes company cultural diversity. Additionally, it enables managers to determine operational complications workers face while contributing towards organizational goals. With employee feedback, managers can organize strategies to enhance workers' productivity. Managers must communicate with newly hired laborers to identify operational barriers encountered while performing tasks with other group members, as it assists managers in boosting confidence among the workforce. By resolving timely complications between workers, their dedication to perform towards organizational goals would be raised. It allows companies to lower employee turnover rates and raise job satisfaction.

### Operational Guidance

When asked about the role of operational direction executed by managers to assist workers in performing their respective job responsibilities, one of the themes identified is operational guidance. On asking question:6 respondent:2 quoted, "Operational guidance provided by supervisors allows subordinates to accomplish assigned milestones within the allocated time scale". The response quoted by the participant describes the effectiveness of operational guidance provided by managers to perform operational tasks. Managers have the capabilities and skills to handle tasks; their guidance would be beneficial for a workforce to fulfill activities within the allocated timescale. Task supervisors have specific expertise to guide team members to perform in parallel with accomplishing milestones. Therefore, operational guidance is necessary for workers while performing activities.

Operational management strategies influenced staff motivation and performance as BASF employee said “*strategic decisions, especially sustainability ones, drive organisational goals,*” demonstrating how top-down decisions reflect employees' beliefs and offer direction. On the other hand innovative operational decisions at Dow Chemical pushed people to contribute more to organisational success because according to Walid Abdullah Al-suraihi et al. (2021), effective operational advice inspires employees to complete duties efficiently, matching personal and organisational goals and minimising turnover hence operational direction is essential for retaining staff and maximising their performance.

When asked question:6 respondent:3 outlined, "To enhance "team motivation and individual satisfaction, operational managers contribute majorly in guiding workers towards organizational goals". The response obtained from participants elaborates how team productivity would be raised based on motivational support and operational supervision allocated by team leaders to their subordinates. Team-based performance requires operational direction guided by managers. By evaluating individual productivity through key performance indicators, operational supervisors could encourage workers to perform in parallel with the company's company. Within multinational corporations, operational supervision delivered by managers defines how healthy firms can motivate their workforce to perform towards business objectives.

On asking question 6, respondent 10 said, "To enhance team performance, timely involvement from managers who can encourage workers to perform tasks with dedication." The response obtained" from participants outlined that managers perform a crucial role in contributing to operational objectives by strategically guiding the workforce to execute operational tasks. Timely interaction by operational managers enables employees to deliver their productivity. Employees who seek to perform better effectively communicate with managers to resolve their queries. Employee motivation is raised with managers' engagement, managers as timely meetings allow team members to resolve their queries. Participative

leadership practices adopted by managers construct potential operational relationships between managers and employees, permitting supervisors to assist laborers in obtaining expected organizational outcomes.

Continuous moral support delivered by team leaders positively affects employee performance rate. Managers perform a significant role in demonstrating task-based guidance among team members that motivates employees to perform activities in parallel with operational strategies described by managers. In organizations where managers support their workforce, employee satisfaction, and retention rates are comparatively higher compared to companies with lower involvement among strategic management and subordinates. Strategic decisions by operational managers enable them to manage resources and direct employees to deliver efficiency based on organizational objectives. Higher involvement from management minimizes operational complications in performing tasks.

It is evident from participants' responses that guidance has been adequate to achieve tasks within the allocated time scale. Companies distribute tasks in teams to improve efficiencies among employees. Supervisors perform strategic responsibilities to guide the workforce to contribute towards operational milestones. Strategic guidance provided by operational managers motivates employees to perform tasks with dedication. Additionally, it allows managers to resolve disputes among team members while performing tasks. Operational guidance enables supervisors to allocate tasks based on team members' skills. In addition, managers can boost employee morale by demonstrating tactics to perform tasks that allow workers to contribute efficiently while delivering individual efficiencies or performing group-based tasks. The participative leadership approach supports employees in performing tasks and resolving queries by directly coordinating with supervisors. Constructive feedback enables workers to engage with their team leaders and resolve their concerns.

### Group Discussions/Team Meetings

While asking about the effectiveness of conducting team meetings in guiding employees, one of the themes identified was based on participants' responses in group discussions. On asking Q:4 from respondent:8, when asked about which tactics are used by Evonik to retain their workforce, the respondent quoted as follows: "By conducting team meetings, queries and concerns for employees are managed by operational managers to enhance their productivity rate." The response mentioned by the participant elaborates on the significance of conducting team meetings as it is a convenient way for newly hired workers to interact with managers to resolve their queries. By organizing team-based meetings, operational concerns are resolved. Team leaders are needed to execute group discussions to identify complications faced by subordinates while performing tasks. While organizing strategies to perform tasks, meetings are crucial in allowing managers to identify individual efficiencies and skills among team members. Raising workers' productivity requires motivation from operational managers who encourage employees to deliver their expertise while performing group tasks. Additionally, employee morale elevates with continuous support provided by group leaders.

Team meetings and discussions promoted teamwork and organisational goals under which the employees from all major firms from the Speciality Chemical Industry stressed over collaboration. According to BASF respondent, “*Team meetings work; supervisors provide helpful feedback to complete tasks*,” while Dow Chemical respondent further added, “*collaborative cooperation promotes shared accountability and organisational success*”. These important excerpts demonstrated how team conversations clarify expectations and assign tasks while the regular group meetings reduced stress and attrition by improving responsibility, work completion followed by staff bonding (W.J, 2024) thus, group tasks elevated productivity and minimise turnover.

When asked a question:7, respondent:1 mentioned, "To conduct team meetings would be essential for newly hired workers to perform at specific job designations". The response obtained from participants outlines strategic support delivered by managers to newly hired workers while performing tasks. By conducting group meetings, new staff members obtain opportunities to gain familiarity with other group members, enabling supervisors to evaluate performance skills. Team-based meetings are determined to considerably affect labor productivity rate due to strategic guidance directed by their team leaders. Operational guidance and moral support collectively motivate workers to deliver their performance effectively. Newly hired workers seek operational opportunities from supervisors to highlight their efficiencies in group-based tasks.

Management in any organization highly supports new workers to raise their satisfaction rate. Task-based engagement from employees depends on how efficiently managers have motivated personnel in parallel with organizational objectives. While placed within specific operational departments and at particular job designations might impose complications for workers, group discussions allow employees to resolve their queries by interacting with managers.

On asking a similar Question:7, respondent:2 quoted, "To resolve queries, group discussions are adequate, through which employees are encouraged to perform organizational tasks." The response mentioned by the participant describes the significance of conducting team meetings as it motivates workers to perform tasks based on guidance provided by operational supervisors. Team-based discussions are performed to consider queries of personnel who might encounter complications while performing tasks with other team

members. Managers with specific expertise and experience strategically motivate and guide laborers to deliver efficiencies based on expertise and skills. Additionally, it lowers communication gaps among team members, enabling them to coordinate and accomplish tasks based on strategies defined by group leaders.

When asked Question:7, respondent:3 mentioned, "To handle disputes between co-workers, team meetings allow operational managers to coordinate with employees to resolve their concerns." Responses collected from participants explain the significant role of group meetings in overcoming disputes among team members. Organizational conflicts are most common within large-scale corporations and small-scale enterprises. Managers play a decisive role in reducing disputes between personnel by organizing orientation meetings. One of the most common operational challenges predicted is a language barrier and social gaps due to workplace involvement between diversified workforce groups. Team supervisors can determine workers' concerns and strategically resolve conflicts to motivate employees. Workplace engagement depends on how healthy teams perform, irrespective of creating disputes within the operational setting. Lower employee morale can be due to a higher ratio of disputes, which can be minimized by executing group-based discussions.

When asked about the significance of organizing team-based meetings and asking Question:7, respondent:5 quoted, "For group-based tasks, team meetings would be essential as they allow employees to share their viewpoints and enable managers to represent their perspectives." The response mentioned by the participant enlarges how team meetings would be effective for workers as they permit employees to deliver their perspectives that would assist while performing tasks. Additionally, managers can mention their views about how to perform tasks. Team-based meetings construct a communication pattern between workers and managers in which employers and employees share their standpoints to contribute to organizational objectives. Operational growth depends on strategic contribution among supervisors and subordinates, through which performance complications are minimized.

Group-based discussions significantly influence retaining employees within organizations as they allow managers to identify individual perspectives. Job satisfaction for the workforce depends on positive management contribution and the extent of interaction between managers and personnel during group sessions. Management guidance delivered during team discussions directs workers to perform tasks effectively.

When asked about the significance of conducting group discussions and on asking Question:7, respondent:6 quoted as follows: "Organizations encourage team meetings to improve employee performance and resolve their operational concerns, as it allows them to contribute effectively." The response mentioned by the participant describes how managers instruct employees toward operational activities. Job commitment from personnel would be raised with effective participation from supervisors within tasks and during group meetings. Supervisors must conduct timely sessions with subordinates to identify their concerns while performing activities to handle operational challenges. By organizing team-based discussions, a supportive environment is created within organizations.

When asked Question:7, respondent:7 mentioned, "In organizations in which employee turnover rate rises, managers are needed to execute group meetings to identify employee priorities based on which employee retention would be increased." The response quoted by the participant outlines the significance of conducting team-based discussions that would permit managers to determine employee primacies. Organizations depend highly on how well employees contribute and perform toward strategic goals. Organizing team-based meetings would allow managers to predict personnel's perspectives and guide workers to deliver their productive efficiencies. As an essential factor, motivational support demands team meetings to be conducted to enhance workers' performance.

Employee retention rate is higher in companies in which employee choices are valued. Organizations that contribute towards their workforce can achieve organizational objectives. Team meetings allow managers to communicate directly with subordinates to determine operational complications encountered while performing group-based tasks.

When asked Question:7, respondent:8 said, "To improve cultural diversity, team meetings would allow managers to enhance employee communication and social interaction." Participants' responses elaborate on the significance of group meetings as they enhance social relationships in the workforce. Effective communication between team members affects their performance rate. Organizational disputes are minimized by enhancing the effectiveness of team meetings within companies. To resolve conflicts among team members, managers guide workers to perform collectively to fulfill job responsibilities. Group meetings are a significant source of promoting cultural diversity in the workplace as they permit employees to coordinate efficiently with team members.

Team meetings are performed to familiarize group members with each other, which would lower employee dissatisfaction within organizations. Managers organize team-based sessions for diversified workforce groups to enhance social interaction and lower communication gaps. Employee engagement rate increases with a supportive workplace environment. Promoting cultural diversity based on team-based meetings encourages workers to interact effectively with their team members. Operational coordination among workers would be raised with group discussions as it encourages employees to know about other staff members.

When asked about the effectiveness of team meetings, Question:7 from respondent:9 outlined as follows: "Small and medium enterprises prefer to conduct team-based meetings to determine employee perspectives that would assist managers while undertaking operational decisions." Response collected from participants mentioned the significance of constructive feedback and the value of employee viewpoints that support managers while executing decisions. Developing effective operational strategies needs the involvement of participants, who would be able to contribute by assisting supervisors in making operational decisions. By executing group discussions, employees can demonstrate their viewpoints, which would be beneficial in supporting operational decisions. Operational involvement by workers directs managers to construct efficient tactics that assist workers while performing group-based tasks. With team-based discussions, employees can present their perspectives to team leaders. Additionally, permitting workers to present their viewpoints would encourage other team members to elaborate their perspectives through which operational tasks would be accomplished.

On asking Question:7, participant:10 quoted, "By encouraging group-based sessions, newly hired employees are encouraged to provide their perspectives that would assist during team-based tasks." The response mentioned by the participant outlines the significance of promoting newly hired workers based on team-based tasks. Involving employees in group discussions would allow them to deliver their respective perspectives that would accommodate team-based activities. Employees with skills and expertise need to be promoted in companies by organizing group meetings through which innovative solutions that would raise operational productivity would be encouraged.

Hiring a new workforce can be productive for organizations as permitting them with motivational support raises their confidence and boosts morale to perform group-based tasks. Organizations minimize job dissatisfaction rates among personnel by encouraging them to contribute to team-based activities. Strategic support for employees raises their interest in tasks that would increase their group discussion engagement. Involvement in team discussions would raise new ideas and suggestions, allowing managers to construct innovative strategies to accomplish group-based tasks. Additionally, it would raise job commitment and organizational satisfaction among newly recruited workers.

When asked about promoting cultural diversity as beneficial for organizational productivity, Question 9 from Participant 8 quoted, "By conducting team meetings, operational managers can resolve queries among a diversified workforce through which organizational productivity would be raised." The responses obtained from participants outlined the significance of group discussion within a diversified environment. In companies where diversified groups of employees perform collectively, conflicts arise among team members due to the language barrier. Social gaps impact individual performance; however, with team-based meetings, managers guide the workforce by managing queries among laborers. To minimize the employee turnover ratio and to raise social interaction between team members, group discussions are needed through which operational complications are resolved.

It is evident from participants' responses that organizations need to enhance team-based discussions to encourage workers to present their perspectives related to assigned tasks. Companies in which managers execute group meetings strategically support employees in delivering their efficiencies while performing tasks. Additionally, group discussions minimize team members' conflicts and support workplace cultural diversity. Constructive feedback is one of the significant components that permits employees to provide their respective viewpoints on operational decisions executed by managers. Timely interaction and organizational engagement are applicable by promoting group-based discussions within organizations.

Managers who involve team members in operational decisions get innovative ideas while constructing working strategies. Newly hired workers get opportunities to represent their aspects with their involvement in group-based sessions. Organizational motivation and employee satisfaction increase within companies by encouraging employees to present their

perspectives by organizing team-based meetings. Employee encouragement is an essential factor within companies that require operational support from management. Team-based meetings are determined to positively impact the accomplishment of group tasks as they assist employees in effectively communicating working strategies that enable them to complete organizational milestones. Large-scale corporations promote group discussions as effective operational strategies that organize collective employee perspectives in constructing innovative working strategies that assist employees while performing individual or group-based tasks.

### Orientation Sessions

When asked about the role of training on workers' productivity, Question 5 from respondent 1 outlined, "Training assists workers in performing specific tasks assigned by operational managers." The response mentioned by the participant outlined the significance of orientation sessions. By conducting training activities, managers can guide the workforce regarding operational tasks by describing working patterns to execute while performing tasks. With strategic supervision based on orientation sessions, workers will contribute in parallel with organizational objectives.

Question:5 from respondent:9 is quoted as follows: "Employee productivity depends on how well workers have been trained through orientation sessions within companies." The response obtained from participants elaborates on the significance of conducting orientation sessions within organizations. Orientation sessions are a medium to train workers in parallel with operational goals. By evaluating performance deficiencies among staff members, managers can interact and communicate with team members promptly to describe to them how to perform as per their assigned job responsibilities and what tactics are needed to enhance areas of improvement. With the recruitment of employees, conducting orientation sessions would allow managers to demonstrate insights about tasks to perform daily that would be convenient for laborers while practically managing activities within operational domains.

It would be essential to conduct distinct orientation sessions for each department that enable teams to understand the significance of tasks to perform clearly. Operational supervisors/team leaders, etc., are responsible for accurately guiding activities to their respective teams by organizing orientation sessions through which managers can identify complications faced by staff members while contributing towards organizational goals. Additionally, operational managers can determine individual skills and expertise among employees that would assist in effective employee placement. Small and medium-scale enterprises need to invest in orientation sessions through which employee performance can be improved.

When asked how promoting cultural diversity would assist in organizational growth, Question:9 from participant:4 mentioned: "To minimize communication gaps, organizations promote training and orientation sessions to improve employee bonding." Responses collected from participants outlined the significance of orientation sessions conducted within organizations as they increase employee bonding and enhance social interaction. Within a diversified working environment, a lack of coordination might arise between team members due to language barriers, raising conflicts among group members. However, by conducting orientation sessions, managers can engage the workforce by aligning them to contribute towards organizational objectives.

Orientation sessions influence employee bonding as, with constructive feedback, supervisors can determine operational complications encountered by the workforce while performing group tasks. To familiarize staff members with each other, orientation sessions allow newly hired workers to interact with their team members socially. Multi-national organizations have adopted orientation activities to promote their workers to enhance coordination with their group members.

While asked Question:9 from participant:9 outlined as follows: "By conducting orientation sessions, employees who belong to different cultural backgrounds are familiarized with each other." The response obtained from participants elaborates on the significance of company orientation sessions to enhance cultural bonding among workers. Companies nowadays hire a diversified workforce by recruiting locals and expatriates; operational productivity would be raised. Organizations work on policies to promote talented staff members by hiring a skilled labor force with specific expertise to perform within operational domains. However, with the recruitment of diversified candidates, conflicts might arise that require orientation sessions to be conducted through which team members will be able to familiarize themselves with each other. Orientation sessions are an efficient way to minimize cultural gaps and social barriers between diverse staff members.

It is evident from participants' responses that companies conduct orientation sessions to increase effective interaction between the workforce. To promote inclusion, companies organize orientation meetings to familiarize staff members with each other. By conducting team-based sessions, group members can interrelate with newly hired workers who would assist while performing team-based tasks. By performing orientation activities, communication gaps are reduced between diversified workforce groups. Additionally, supervisors can deliver strategies to execute group tasks based on deficiencies identified in the performance of staff members. Employee training is performed within large-scale organizations through orientation procedures that assist the workforce in executing challenging tasks and complex activities. In addition, orientation sessions reduce conflicts between team members by allowing managers to resolve complications among employees. Newly hired workers obtain an opportunity to enhance social bonding with other employees, which would assist in performing team-based tasks.

### Social Coordination

When asked about employment policies being practiced within Evonik to raise social communication among the workforce, Question:1 from respondent:7 outlined, "Disciplinary and grievance policies are structured within Evonik to ensure ethical responsibilities and to improve social interaction among the workforce." The responses from participants mentioned that disciplinary policies implemented within Evonik are performed to ensure the adoption of ethical procedures within working practices. A workforce's strategic responsibility is to fulfill ethical responsibilities and social duties while working within the corporation. Additionally, the strict implication of the grievance policy structure would raise social bonding and effective coordination between employees. With grievance procedures, employees perform and behave ethically with other labor forces. Evonik has constructed social communication among its workers by practicing grievance and disciplinary policies within the operational phase.

Employee retention and belonging depended on social coordination as the cultural diversity and inclusiveness were crucial to social coordination among all the firms operating in chemical sector. BASF's employee said “*cultural diversity promotes creativity and minimises turnover through inclusive practices*,” while DuPont said it “*enhances the workforce and lowers turnover*.” This collectively displayed how social inclusion promotes coordination, inventiveness and retention as team social cohesiveness enhanced cooperation and minimises conflict, boosting organisational effectiveness (Ganotice et al., 2022), hence diversity efforts promote social cohesion and minimise staff turnover.

On asking about the significance of promoting cultural diversity within an operational setting as asked about Question:9 from respondent six mentioned as follows: "Employees can perform effectively by promoting cultural diversity, as by aligning tasks in groups, they enable workers to assist their co-employees." Response collected from participants outlined that based on inclusion, employees with specific skills and expertise can interact with each other, which would assist in performing group tasks. Experienced workers can support newly hired staff members by guiding them in operational activities. By promoting a culturally diversified operational environment, minimal conflicts would arise among laborers as team members would strategically assist each other to obtain operational efficiencies.

By aligning group-based tasks, social gaps among employees would be reduced, and effective coordination constructs would allow laborers to deliver their efficiencies while performing team-based activities. Team members would minimize task-based complications by aiding their group members, through which operational complications would be reduced.

Question:9 from respondent:7 stated, "By promoting cultural diversity, social bonding and interaction among workers would be improved, which would be essential for organizational growth." The response mentioned by the participant discloses the significance of inclusion within an operational setting as it allows workers to interact with each other to deliver their respective efficiencies effectively. It is necessary that a diversified group of employee socially communicate to resolve working barriers that would positively affect their productivity rate. To reduce social gaps among the labor force and raise employee morale, cultural diversity must be promoted within companies through which employee turnover rate would be minimized. By organizing group-based tasks, employees' satisfaction would be enhanced, which affects their productivity rate.

It is evident from participants' reviews that social coordination is essential within organizations that require promoting cultural diversity in workplace settings. To enhance social communication between laborers' team-based tasks need to be organized by operational managers through which conflicts among staff members would be minimized and job dissatisfaction would be reduced. To enhance operational productivity, social coordination needs to be improved within the operational phase by organizing team meetings, group-based tasks, orientation sessions, etc., to create social bonding among diversified employees. Social communication between laborers was essential for organizational growth and lower corporate employee turnover rates.

### Team/Group-Based Performance

While asked about the significance of contributing in groups/teams towards organizational objectives, Question:10 from participant:1 mentioned the following: "Team-based performance encourages and motivates workers towards organizational goals." The response obtained from participants outlines the significance of performing tasks in groups that allow workers to deliver their productive efficiencies. Employees can get strategic assistance

from their team members while performing operational activities. Achieve milestones has been convenient for teams rather than for employees who contribute individually. A diversified working environment promotes team-based activities to create social coordination among staff members. Operational complications would be minimized based on team discussions and group meetings that enable workers to assist their co-employees who find challenges while performing tasks.

By organizing teams, supervisors can demonstrate tasks among employees and distribute responsibilities based on capabilities and expertise among staff members. Employee satisfaction largely depends on how staff members treat each other while performing group-based tasks. Employee motivation is encouraged by organizing group activities that allow employees to participate by delivering their respective efficiencies.

When asked Question:10, respondent:10 said, "multi-national corporations encourage workers to perform in teams/groups to attain operational milestones within the allocated timescale." Responses collected from participants elaborate that large-scale organizations emphasize allocating team-based tasks that assist staff members in accomplishing tasks within assigned deadlines. It explains the significance of group tasks that enable employees to contribute to operational objectives. In companies where operational managers promote team-based activities, employees can represent their skills by performing in parallel with assigned tasks. Organizational growth relies on collective productivity delivered by staff members deployed within operational domains.

Supervisors deliver related guidance with team-based meeting tasks that would allow staff members to perform consistently. While working in groups, conflicts are minimized among teams as it enables promoting inclusion within operational procedures. Experienced workers can support their subordinates and newly hired staff members who might encounter complications in performing group-based activities by providing timely assistance.

It is evident from participants' responses that group-based performance majorly contributes to maximizing operational productivity. In organizations where team-based activities are promoted, employees can efficiently perform tasks by delivering their efficiencies. To meet strategic objectives, operational managers align staff members in groups to reduce social gaps in the workforce. To minimize disputes among the labor force, promoting teams within operational settings would be convenient through which working complications are minimized. Employees can accomplish assigned tasks by performing in groups/teams.

### Summary

The results of the qualitative analysis indicate that various factors play a crucial role in influencing employee performance and retention in organizations. These factors include cultural diversity, employment benefits, employment policies, financial benefits, medical benefits, online and operational processes, team/group-based tasks, employee training, effective communication, operational guidance, group meetings, orientation sessions, social coordination, and team-based performance.

Cultural diversity fosters a work environment that values and respects differences, increasing employee satisfaction and motivation. Employment benefits, such as bonuses, health insurance, and retirement plans, have been linked to higher job satisfaction and employee retention. Employment policies that promote work-life balance, such as flexible working hours and parental leave, have been found to have a positive impact on employee productivity and commitment to the organization.

Financial benefits, such as salary increases and performance-based bonuses, enhance employee motivation and performance. Medical benefits such as access to healthcare and wellness programs are also crucial in promoting employee well-being and reducing absenteeism.

Online, operational processes, team/group-based tasks, and employee training are critical in ensuring employees have the necessary skills and tools to perform their jobs effectively. Effective communication, operational guidance, group meetings, and orientation sessions are essential in creating a work environment that fosters collaboration, teamwork, and a sense of belonging.

Social coordination and team-based performance are also crucial in enhancing employee engagement and retention. Employees who work well together and feel part of a team are more likely to be motivated, productive, and committed to the organization.

Based on an interview analysis conducted with employees at Evonik Gulf FZE, implementing these factors can significantly positively or negatively impact staff productivity and turnover rates within a corporation. Therefore, organizations prioritizing these factors are more likely to retain top talent, increase employee productivity, and create a positive work environment.

## Quantitative Findings

This study aims to identify the factors that contribute to employee motivation and retention within corporations. To achieve this, a questionnaire has been created based on various factors such as cognitive engagement, affective engagement, task level engagement, interpersonal engagement, vigor element, dedication, and employee retention. The questionnaire was designed as a 5-point Likert scale closed-ended questionnaire that would be used to obtain responses from participants. The questionnaire was constructed to obtain quantitative responses from participants, and the responses were quantified through various tests, including percentage, mean, standard deviation, etc., using an Excel sheet.

Three participants have been selected for this study, and all have completed the questionnaire survey form. Of these three participants, twelve were male, and six were female. The responses have been analyzed using various statistical tests, including percentage, mean, and standard deviation. The mean values in the table are the average values calculated based on the participant's responses to each survey question. The standard deviation values calculated in the table indicate the amount of dispersion within the participants' responses from the mean values.

Moreover, the Coefficient of variation has been calculated to indicate the spread of values within a data set. The Coefficient of variation rank denotes how much variability is within data sets. These statistical tests have obtained valuable insights related to the factors contributing to employee motivation and retention. The results of this study can be used to identify areas of improvement in the workplace and to develop effective employee retention strategies.

### Cognitive Engagement

**Table:1** Cognitive Engagement



The table provided contains values that are calculated based on cognitive engagement. The values presented in the table are based on the participants' responses to a survey conducted to gauge employee engagement levels in Evonik Gulf FZE. Multiple values have been meticulously calculated for every survey question to provide a comprehensive analysis. These values include the mean value, which represents the average response to the question; the standard deviation, which indicates the degree of variability or dispersion of the responses; and the Coefficient of variation, which measures the relative variability between the mean and standard deviation. These values can be found in the table for easy reference and analysis.

One of the survey questions asked whether employees at Evonik Gulf FZE are aware of the business environment. The mean value calculated based on the collective responses of the participants was found to be 4.606. This mean value indicates that the majority of survey participants strongly agreed that most staff members are conscious while working at Evonik. Such engagement levels are essential for any organization to succeed, and Evonik provides an efficient working environment that motivates its employees to perform consistently at various levels. It is worth noting that employee productivity depends on how well staff members are valued within organizations. Therefore, a suitable working environment affects cognitive engagement in the enterprise.

The standard deviation value calculated for survey Question:1 is 0.496. This value denotes that the data set is clustered around a mean value. A lower standard deviation means the observed values are closer to the mean. The Coefficient of variation is the ratio of standard deviation to mean values calculated based on the data set. The value of the Coefficient of

variation rank is 2, which is higher than 1 and denotes higher variance. This indicates that there is a considerable level of variation in the responses to this survey question.

Another survey question asked if female employees are more engaged than male ones. The mean value calculated based on the responses to this question was 2.091. This mean value indicates that the majority of participants disagreed with the statement. This highlights that male staff members at Evonik Gulf FZE are comparatively engaged parallel to female workers, indicating fair engagement and productivity from each employee while performing organizational tasks. The standard deviation was calculated to be 0.723, closer to the mean value, indicating a cluster formation of responses while asking the survey question. The Coefficient of variation is calculated to be 0.346, which denotes a lower dispersion of the data set around the mean value. The value of the Coefficient of variation rank is 10, which is more than 1 and denotes high variance in the data set. This also indicates a considerable level of variation in the responses to this survey question.

### Affective Engagement

**Table:2** Affective Engagement



The table presented above provides a comprehensive overview of the emotional engagement of participants while working at Evonik—the survey conducted among employees aimed to determine whether the company promotes knowledge and resource exchange among workers. The responses obtained from participants were analyzed, and the mean value calculated was 3.697, indicating that most participants strongly agreed with the statement. This suggests that the management at Evonik encourages employees to share information and resources while performing their duties to increase employee engagement and interest. This, in turn, allows employees to work with diverse colleagues, making work more enjoyable.

Moreover, the standard deviation calculated for this question was 0.883, indicating that the data set was clustered around the mean values. Additionally, the coefficient of variation was calculated to be 0, indicating no variability in the results obtained from the participants. However, the coefficient of variation ranking was 7, which is higher than 1, suggesting that there was higher variability in the responses collected from the survey.

Another aspect that was analyzed was whether employees had the opportunity to learn and grow while working at Evonik. The responses collected from participants outlined that staff members had ample opportunities to learn and grow through training sessions, team collaborations, and group discussions. The mean value calculated for this question was 3.546, indicating that most participants strongly agreed with the statement. This indicates that Evonik provides opportunities for employees to learn and grow while working in the company.

Furthermore, the standard deviation calculated for this question was 1.003, indicating that the data set was clustered closely around the mean value. The coefficient of variation was 0, indicating no variability in the responses collected from the survey. However, the coefficient of variation ranking was 8, suggesting a higher variance across the data set.

Overall, the results indicate that Evonik is a company that encourages knowledge and resource sharing among workers, which leads to increased engagement and interest among employees while working with a diverse group of colleagues. Additionally, the company provides ample opportunities for employees to learn and grow, contributing to their personal and professional development.

### Task Level Engagement

**Table:3** Task Level Engagement



The study conducted to determine the efficiency of participant engagement while performing group or individual tasks in Evonik has yielded some insightful results. The participants were asked about task-level engagement, and the results show that most participants strongly agreed that employee retention requires numerous skills while performing challenging job roles. It was found that different skills and expertise contribute to individual productivity while executing complex phased activities within operational domains. This implies that the management should focus on providing employees with the necessary tools, resources, and training to develop their skills and expertise to perform better.

The standard deviation in the data set is 0.77, which is lower than the mean value and indicates cluster formation. Each value of the data set is within the mean value, and the value of the coefficient of variation is 0, indicating no variability in the data set. These findings suggest a high level of agreement among the participants regarding the importance of employee retention and the skills required for challenging job roles.

When asked whether Evonik Gulf FZE consults with its employees regarding related job planning decisions, the results show that most participants disagreed. The standard deviation value is 0.619, which is lower than the mean value, indicating that the data set is clustered around mean values. The value of the coefficient of variation is 0, indicating no variance in responses collected from participants. In addition, the value of the coefficient of variation rank is calculated to be 5, representing higher variance across the data set.

These results suggest that the management in Evonik is interested in something other than career development and prioritizing collective decisions for organizational growth. This could be a significant factor that leads to employee dissatisfaction in Evonik. The management should focus on consulting with its employees regarding job planning-related decisions to gain their input and make mutually agreed-upon decisions. This could lead to a more productive work environment and higher job satisfaction among the employees.

### Interpersonal Level Engagement

**Table:4** Interpersonal Level Engagement



The survey participants were asked to provide their opinions on the interpersonal relationships that Evonik's management maintains at the operational level and how effectively they contribute to employee engagement. Specifically, they were asked about the level of support they receive from their supervisors, and the calculated mean value for this question was found to be 4.212. This high mean value suggests that participants strongly agreed with the statement, indicating that employer engagement is efficient for organizational labor productivity. Supportive supervision allows staff members to perform effectively while working with a diverse group of workers, which can lead to increased productivity and job satisfaction.

The standard deviation value was calculated to be 0.781, which is lower than the mean value. This indicates that the value of the data set forms a cluster, meaning that responses were relatively consistent and not widely dispersed. Additionally, the value of the coefficient of variation is 0.185, suggesting lower dispersion across the mean value. The coefficient of variation rank is 5, indicating higher variance in responses. This means that while most respondents agreed that their supervisors were supportive, some did not, leading to higher variance.

The collected responses suggest that team members strategically support their workers and positively motivate them to perform their job tasks. This is an important finding for organizations looking to improve labor productivity and engage their employees. Organizations can create an environment that fosters employee engagement and job satisfaction by providing supportive supervision and motivating their workers.

Regarding the influence of the social workplace environment on labor engagement and retention, the mean value was calculated to be 3.697. While this value is lower than the mean value for the previous question, it still suggests that most participants agreed that a company's internal social environment positively affects employee engagement within operational activities. The standard deviation value was found to be 0.951, which is lower than the mean value and indicates lower dispersion across the data set. This means that responses provided by participants were relatively consistent and not widely dispersed.

Social coordination between staff members and managers also increased employee retention in corporations. This is a significant finding, as employee retention is a crucial factor in the long-term success of an organization. Organizations can improve employee retention and create a more engaged and productive workforce by creating a positive social environment and promoting social coordination.

### Vigor Element

**Table:5 V**igor Element



The study conducted by Evonik Gulf FZE aimed to identify the role of the vigor element in employee performance. Participants were asked about how they confront new obstacles and determine whether novel solutions would be effective when facing operational challenges. The mean value of the responses obtained from the participants was 3.879, indicating a solid agreement that workplace complications are conveniently handled with supportive team-based activities and group discussions that enable the achievement of organizational objectives.

The standard deviation was calculated as 0.781, indicating a clustered dataset distribution. The coefficient of variation was zero, meaning there was no dispersion across the mean value. However, the coefficient of variation rank was 2, indicating a higher variance than the threshold value of 1. This suggests that although the participants generally agreed with the effectiveness of team-based activities and group discussions, there were still some variations in their responses.

Furthermore, the responses obtained from the participants indicated that various factors, including team-based performance, group-based meetings, and strategic guidance from supervisors, significantly influence employee motivation. These vigor elements are crucial in supporting employee motivation and enhancing organizational performance.

When asked about the organization's direction, the mean value of the responses obtained was 3.303, indicating a solid agreement that working at Evonik was a positive experience that raised motivation among staff members. The standard deviation was calculated as 0.883, indicating a clustered dataset distribution. The coefficient of variation was zero, meaning there was no variance between the datasets. However, the coefficient of variation rank was 5, indicating a higher variance among participants' values. This suggests that although the participants generally agreed that working at Evonik was motivating, there were still variations in their responses.

The study highlighted the importance of team-based activities, group discussions, and strategic guidance in supporting employee motivation and enhancing organizational performance. The study also emphasized the need for companies to engage with their employees and work towards their strategic goals to compete in the long run.

### Dedication

**Table:6** Dedication



The table above presents a detailed analysis of the responses collected from employees of Evonik based on survey questions established for the dedication factor. The survey aimed to

understand how employees perceive the meaningfulness and purposefulness of their jobs and how this translates into their motivation, commitment, and productivity. The average value obtained from participants' responses is 3.849, indicating that most participants strongly agreed with the statement. This suggests that employees working in Evonik find their job meaningful and purposeful and are committed to it.

The responses reveal that employees have individual interests in performing at various designations. Career-oriented employees are highly motivated to devote their potential capabilities while working within companies. Employees working in Evonik believe their work has a purposeful objective, positively influencing their productivity margins. The standard deviation value calculated from the data is 1.278, lower than the mean value, indicating that the dataset is clustered around the mean value. This means that the responses are consistent, with less variation among them. The coefficient of variation value is 0.332, which is also low due to the minimal standard deviation value. This suggests that the responses are closely distributed around the mean value. The coefficient of variation rank is 5, suggesting a higher variance for the dataset. This indicates some variation among the responses, but it is not significant.

The responses also shed light on the importance of self-devotion to perform well while working within organizations. Employee productivity depends on self-interest and self-determination to perform individual or group-based tasks. The responses collected from participants describe the significance of self-determination among staff members while working in Evonik. Individual performance and collective efforts marginally contribute to organizational growth and raise operational efficiency. Self-satisfaction in labor would reduce employee turnover rate within organizations.

Most participants (represented by a mean value of 4.091) strongly agreed when asked whether their profession inspires them. This indicates that employees working in Evonik are committed to their profession and dedicated to delivering their efficiencies while working within organizations. This, in turn, is a significant factor in employee retention. Despite Evonik's high annual turnover rate, many workers are dedicated to performing well at various job designations while performing group tasks. Operational support from management is an efficient factor that influences employee productivity rate. The standard deviation value is 0.879, lower than the mean value, indicating that the dataset is clustered around the mean value. The coefficient of variation value is 0.215, which is lower due to the minimal standard deviation value. The coefficient of variation rank is 2, indicating higher variance across the mean value. This means there is some variation among the responses, but it is insignificant.

Overall, the responses collected from employees of Evonik suggest that they find their jobs meaningful, purposeful, and inspiring. They are committed to their profession and dedicated to delivering their best performance. The responses also highlight the importance of self-devotion, self-determination, and operational support in enhancing employee productivity and reducing organizational turnover.

### Employee Retention

**Table:7** Employee Retention



The responses from Evonik staff members were collected to determine the factors that affect employee retention. The data shows that when asked about their preference for employment opportunities in other organizations, the mean value of the participant's responses was 3.939, indicating substantial agreement. Furthermore, respondents mentioned that they had declined employment offers from other companies to continue working at Evonik, suggesting that the company's staff retention strategies effectively promote employee satisfaction.

The data reveals that employee satisfaction and motivation largely depend on financial remuneration, annual leave, incentives/bonuses, and higher designation. These factors play a significant role in retaining workers within organizations. Companies prioritizing employee satisfaction and retention tend to have lower labor turnover rates.

The standard deviation value of 0.827 is lower than the mean value, indicating that the data is clustered around the mean. The coefficient of variation is 0, indicating no variation between responses from different groups of employees. The coefficient of variation rank of 6 is higher than the threshold value of 1, indicating higher variance within the dataset. This implies that there is a wide range of responses to the question of whether staff members prefer to take up employment opportunities in other organizations.

The data also shows that a healthier work-life balance promotes employee satisfaction and retention. The mean value of the responses collected from participants was 4.03, indicating substantial agreement. The responsibility of maintaining employee health and well-being lies with the organization. Companies prioritizing their employees' health and well-being tend to have higher employee satisfaction rates. Respondents mentioned that Evonik provides excellent healthcare benefits to its employees.

Additionally, the data suggests that companies can improve employee motivation by distributing tasks based on capabilities among employees, which would lower mental stress and increase performance motivation. On the other hand, an additional working hour policy would raise the performance burden on staff members and lower job satisfaction.

The standard deviation value of 0.728 is lower than the mean value, indicating that the data is clustered around the mean. The coefficient of variation is 0.181, indicating lower dispersion around the mean value. The minimal value of the coefficient of variation is due to the lower calculated standard deviation value. The coefficient of variation rank of 3 is higher than the threshold value of 1, indicating higher variance among datasets. Statistical values calculated for mean and standard deviation highlight the significance of healthcare policies practiced by companies in promoting employee satisfaction and retention rates.

## Responses from employees of Dow Chemical, Du Pont and BASF

The researcher has involved employees working across various chemical companies such as Dow Chemical, Du Pont and BASF to measure their extent of viewpoints to understand strategies paved by these chemical companies in supporting workers with the objective of enhancing their performance and mitigating turnover margin. From 153 employees, responses from 23 respondents who work in Evonik Gulf Fze were gathered, whereas other employees are equally involved in the other three companies. 32 employees, each from Dow Chemical, Du Pont and BASF, have been included in the research investigation as study participants. Below the illustration is an overview of viewpoints attained from employees who work across these firms respectively.

### Frequency Test

To measure participants occurrence of responses based on the closed-ended questionnaire being constructed has been elaborated through frequency test. The evaluation of the quantitative results with frequency test has been presented below.

#### Demographic factors

The demographic evaluation has been demonstrated below pointing out gender based distribution and employment position of the employees whom being involved in the research as participants.

**Table:8** Gender



It is evident from the above frequency test that total employees whom have been involved from 3 chemical companies comprised of 72 females and 58 male participants whom have been included in the research study to undertake their responses for the investigation.

**Table:9** Employment position



While categorizing participants based on their employment position, it is evident that 49 participants work in varied managerial positions within these chemical companies. Additionally, 65 are performing as senior managers, with 16 working in various non-management positions.

#### Supportive working environment (Independent variable)

**Table:10** Supportive workplace environment



When asked about the significance of promoting a supportive workplace setting within their chemical company that would adequately influence employees' performance, a margin of 61 participants 'agree', which showcases the effectiveness of performing within the cooperative learning environment. Increased productivity is measured among workers while providing them with a supportive workplace setting. Chemical companies such as Du Pont, BASF, Dow Chemical, etc. have emphasized transforming a supportive working culture that enables employees to adequately participate in organizational tasks and deliver their expertise and efficiencies to bring sustainable outcomes.

It is evident from participants' responses that it feels convenient to perform within a workplace setting where cooperative cultural practices are encouraged. Sustainable participation from managers in the workforce helps workers in the task performance phase. Additionally, it enables reducing operational challenges that staff might come across while engaging with new groups of the workforce. Additionally, 39 participants 'strongly agree' demonstrating the resourcefulness of collaborative workplace culture. Chemical companies that encourage employees to participate in decision-making enable them to improve their level of satisfaction and retention rate within that organization. Supporting newly hired workforce through strategic support contributes to enhancing workplace motivation margin, which leads to improved performance and increased workplace productivity.

**Table:11** Cooperative workplace culture



While asked about the significance of promoting cooperative workplace culture across chemical companies that assist in raising their productivity ratio, 67 participants 'agree', which demonstrates that strategic participation by line/operational managers would increase employee morale and dedication to perform their tasks. To accomplish job responsibilities becomes convenient for workers while performing within a supportive learning culture. It is evident from responses attained by staff working across Chemical companies that a higher productivity ratio could be measured while constructing a value-added and collaborative working environment.

Additionally, 32 participants 'strongly agree', which demonstrates that increased individual efficiencies are measured among employees through a supportive workplace cultural setting. Employees seek strategic participation that provides adequate support in effectively performing challenging tasks and complex phased activities. Participants from various chemical companies have mentioned the effectiveness of increased performance based on a cooperative working environment.

**Table:12** Supportive working environment



When asked regarding satisfaction based on the working environment provided to participants within their own chemical company in the current phase, 118 participants replied 'Yes', which illustrates that employees are motivated to perform within their chemical companies due to supportive operational policies. It showcases that chemical companies such as Du Pont, BASF, Dow Chemical, etc., help their workers perform their operational tasks through mutual collaboration. Based on the responses of the participants, it is evident that the majority of the workforce is satisfied with the working strategies implemented by operational managers.

These chemical companies have attained a sustainable reputation within the chemical sector, due to which they have transparently executed resourceful tactics in supporting employees to perform tasks at various job positions. Chemical companies currently support cooperative workplace culture while promoting cultural diversity in the workplace setting. Responses of the participants demonstrate that they are satisfied with performing organizational tasks due to the adequate support they attain from operational supervisors.

#### Participative leadership approach (Independent variable)

**Table:13** Supportive leadership dimensions



When asked about the significance of a supportive leadership approach being suitable for enhancing workers' performance rate, 49 participants 'agreed', which indicates that with participative leadership practices, higher operational productivity could be attained. It indicates the considerable role of effective managerial dimensions in supporting workers towards their performance. Operational managers contribute to improving motivation and dedication among employees while providing them considerable support to enhance their productivity towards strategic business goals.

Well-recognized chemical companies such as Du Pont, BASF, Dow Chemical, etc., have supported their employees while prioritizing responsible decision-making with fair workplace engagement among operational managers and staff. Line managers adequately guide employees on how to perform within challenging phases to attain organizational productivity. Chemical companies have been focusing on implementing tactics to retain their workers towards organizational goals.

Additionally, 45 participants 'strongly agree', which denotes the effectiveness of supportive leadership practices in elevating employees' productivity. Participative leadership practices are determined to be resourceful in supporting workers who are placed in varied organizational settings. It is evident from participants' responses that employees' performance capabilities are boosted with supportive leadership dimensions. A decrease in the labour turnover ratio with increased worker retention is achieved with the implication of a participative leadership approach.

**Table:14** Participative leadership approach



While asked about the effectiveness of participative leadership practices executed by managers across participants' organizational settings, 118 respondents replied 'Yes', which showcases the significance of participative leadership in motivating and encouraging workers across the operational phase. Participative managers focus on involving workers within the operational phase while addressing their perspectives to improve the firm's operations. With effective communication, constructive feedback is prioritized, enabling employees to provide their viewpoints and assist in reducing operational challenges. Consistent engagement between managers and employees improves workers' dedication and provides them convenience in practising their capacities for bringing sustainable outcomes.

#### Effective communication (Independent variable)

**Table:15** Constructive feedback



When asked about the integration of constructive feedback within the communication phase rather than assisting employees in sharing their perspectives with their line managers about workplace challenges, 65 participants 'agreed', which denotes that constructive feedback enables providing significant support among workers to present their viewpoints that enable managers to understand operational complexities encountered by staff while performing their tasks. Operational managers at chemical companies encourage employees to think innovatively to identify sustainable solutions that would assist in reducing task-phased complications.

Additionally 30 participants replied in ‘strongly agree’ which illustrates that by encouraging employees during group phased meetings would support them in building their confidence and within increased morale and dedication to perform tasks. With constructive feedbacks operational supervisors identify any workplace conflicts that may arise among workers while performing in group phase.

**Table:16** Two-way communication



When asked about the effectiveness of two-way communication between employees and managers in enhancing workplace satisfaction among staff, 60 participants 'agreed', which showcases that two-way coordination helps workers to share performance hurdles while directing towards organizational objectives. Additionally, it enables employees to understand individual capacities within workers. Meetings are resourceful mediums for two-way communication that support staff in gathering suggestions from managers that would assist in improving their critical thinking capabilities in fulfilling assigned activities within the allocated timescale. In addition, 31 participants 'strongly agree', which demonstrates that two-way communication strategies support employees in enhancing their skills and enable workers to share their viewpoints with other team members, which enables them to perform shared tasks.

#### Team-based working (Independent variable)

**Table:17** Team phased setting



When asked about the resourcefulness of team-based tasks in enhancing participants' performance rate, 56 participants 'agreed', which showcases the effectiveness of group-based productivity. Increased individual capacities could be measured while performing tasks in group formation. Working in groups helps employees resolve their queries while assisting senior and experienced staff members.

Group productivity is measured to be more innovative and comprised of bringing creative mindsets together that enable enhancing organizational productivity. Additionally, 41 participants 'strongly agree', which indicates that group-phased performance brings resourceful outcomes across firm settings. Well-recognized chemical companies such as Du Pont, BASF, Dow Chemical, etc., provide sustained opportunities for workers to contribute resourcefully within team formation.

**Table:18** Cultural diversity



While asked about whether their chemical companies support diverse cultural environments while supporting their employees to perform tasks in a collaborative approach, 66 respondents replied 'agree', which denotes that the Speciality Chemical Industry has been supporting cultural diversity while prioritizing equivalent opportunities for locals and expatriates to perform in collaborative manger towards operational goals. Promoting a diverse cultural workplace enables staff members to adequately inter-relate with their co-workers and understand their perspectives, enabling them to accomplish expected organizational outcomes.

Additionally 37 participants ‘strongly agree’ which denotes that well-renowned chemical companies such as i.e. Du Pont, BASF, Dow Chemical etc. are promoting sustainable policy structure while enhancing diversity while promoting workers to effectively participate and collaborate with each other towards shared business objectives.

#### Employee performance (Dependent variable)

**Table:19** Effectiveness of training



When asked about the significance of training programs organized at chemical companies with the objective of supporting workers across organizational phases, 52 participants 'agreed', which demonstrates that training helps in improving workers' performance while enabling them to learn from experienced staff who have more expertise in tackling challenging tasks. The implication of training seminars is that they support newly hired workforces in gaining knowledge from their operational supervisors that assists in achieving sustainable organizational goals.

Additionally 46 participants replied in ‘strongly agree’ which denotes that for capability enrichment and for performance improvement organizations conduct training sessions that supports employees in improving their skills while assist them with improved productivity.

**Table:20** Cooperative learning environment



While asked about the effectiveness of promoting a cooperative learning culture towards increased worker retention margin across firms, 92 participants replied 'agree', which showcases that by supporting employees, workers become highly satisfied while performing tasks at their respective job positions. Chemical companies encourage employees to share their viewpoints while enabling them to collaborate their perspectives adequately among operational managers, which could lead to improved workplace motivation and higher retention of workforce across firms.

**Table:21** Employee involvement



While asked about effectiveness of employee involvement within task performance phase 94 participants ‘agree’ which illustrates effectiveness of initiating cooperative workplace culture that potentially minimize extent of staff turnover margin. By promoting employees to engage within tasks would raise higher rate of productivity and involvement among workers towards organizational objectives.

###  Descriptive statistics

Descriptive statistics is used to measure mean values of responses of the sample being involved within the research study. Based on the Likert scale being used, respective responses being collected for each survey question are represented through descriptive statistics tests. It enables the investigator to identify average mean value of responses and corresponding values of standard deviation in comparison to the measured mean values of the study. If the average mean values of responses are higher than the calculated values of standard deviation, it indicates that the data set is clustered across mean values; however, the high values of standard deviation from mean values calculated demonstrate that the data set is more spread out. The illustration below is an overview of prescribing knowledge regarding measured values of mean and standard deviation for each of the independent and dependent variable of the study.

**Table:22** Descriptive statistics



Results of the descriptive statistics demonstrate an overview regarding calculated values of average mean and standard deviation being measured. For each variable corresponding values have been presented in the table. For the independent variables, i.e. supportive working environment, etc., the calculated value of the average mean is measured to be 3.50, whereas the value of the standard deviation is identified to be 1.265, which denotes that the mean value is higher than the standard deviation, demonstrating that data set is clustered across the mean value.

For the independent variable, i.e. participative leadership approach, etc., the calculated value of the mean is 3.75, with the measured value of standard deviation calculated to be 1.059, representing the presence of enough evidence about cluster formation in the data set. Further, for independent variables, i.e. effective communication, etc., the calculated value of the mean is 3.92, with the value of standard deviation measured as 0.977, indicating cluster formation within the data set. Additionally, for independent variables, i.e. team-based working etc., the calculated value of mean is 3.86, with corresponding value of standard deviation being 1.105, showing that data set is clustered across mean values.

### Correlation test

A correlation test is performed in SPSS with the objective to measure extent of correlation between each independent variable the dependent variable of the study. It helps researchers to predict the direction and magnitude between research variables through correlation tests. The value of the Pearson correlation coefficient ranges between -1 and 1, as values which lie between 0.5 and 1 indicate a higher degree of correlation among research variables. The illustration below is an overview of the statistical results of the correlation test.

**Table:23** Correlation Test



The table illustrates the values of the Pearson correlation coefficient for the independent and dependent variables of the study. While measured for the independent variable, i.e. supportive working environment etc., with the dependent variable, i.e. employee performance etc., the calculated value Pearson correlation coefficient, as shown in the 1st row and 5th column of the table, is 0.405, denoting a lower degree of correlation between both research variables of the study. Additionally, for independent variables, i.e. participative leadership approach, etc., with the dependent variable, the measured value of Pearson correlation coefficient, as shown in the 2nd row and 5th column of the table, is 0.30, representing the lower degree of correlation among both research variables of the study.

Additionally, for the independent variable, i.e. effective communication, etc., with the dependent variable, the calculated value of Pearson correlation coefficient, as shown in the 3rd row and 5th column of the table, is 0.568, which represents the presence of a medium degree of correlation between both research variables of the investigation. In addition, while measuring for the independent variable, i.e. team based working, etc., with the dependent variable of the study, the calculated value of Pearson correlation coefficient, as shown in the 4th row and 5th column of the table, is 0.369, demonstrating a lower degree of correlation among research variables of the study.

Further correlation table illustrates the value of significance (2-tailed) between research variables of the study. While measured for the independent variable, i.e. supportive working environment, etc., with the dependent variable of the study, as shown in the 1st row and 5th column of the table, is measured to be 0.00 is lower than the threshold value alpha, i.e. 0.05 etc., that denotes there exist enough evidence to reject the null hypothesis. Additionally, for the independent variable, i.e. participative leadership approach, etc., the dependent variable, as shown in the 2nd row and 5th column of the table, is measured to be 0.001, which is lower than the threshold value of alpha, i.e. 0.05, etc., showing the presence of enough evidence to reject the null hypothesis statement.

Further, for the independent variable, i.e. effective communication, etc., the dependent variable of the study, as shown in the 3rd row and 5th column of the table, is calculated to be 0.00, which is lower than threshold value of alpha, representing the existence of enough evidence to reject the null hypothesis statement. Additionally, for the independent variable, i.e. team-based, team-based work, etc., with the dependent variable of the study, as shown in the 4th row and 5th column of the table, the calculated value of significance is 0.00, which is lower than the threshold value of alpha, describing that there exists enough evidence to reject the null hypothesis statement.

### Regression test

Regression test is performed in SPSS to measured direction, magnitude and strength between variables of the study. Based on statistical values attained with model summary, Anova and coefficients etc. investigator predicts relationship between independent and dependent research variables.

**Table:24** Model Summary



A model summary in a regression test is used to predict the strength of the relationship between each independent and dependent variable of the study. Value of R denotes the total proportion of the variance within the dependent research variable, i.e. employee performance, etc., which is explained by independent variables of the study. The calculated value of R, as shown in the table, is 0.840, which represents that 84% of the variance within the dependent variable is explained by independent research variables.

**Table:25** ANOVA Test



Anova table is used in regression analysis to measure the extent of correlation between each independent and dependent variable of the investigation. The value of significance, as shown in the table, prescribes a p-value, which needs to be lower than the threshold value, i.e. 0.05, etc. The calculated value of p, as shown in the table, is m, measured to be 0.00, which is lower than the threshold value alpha, denoting that there exists enough evidence to reject the null hypothesis statement.

**Table:26** Coefficients Test



A table of coefficients is used to measured the tendency of the relationship between the research variables of the study. Values that are predicted within the table of coefficients demonstrate extent of magnitude and direction between research variables of the study. Value of significance, as illustrated in the table, is used to predict the relationship between independent and dependent variables of the study. For the independent variable, i.e. supportive working environment, etc., with the dependent variable, i.e. employee performance, etc., the calculated value of significance is 0.384, which is higher than the threshold value of p, i.e. 0.05, etc. which indicates that there exists not enough evidence to reject null hypothesis statement.

Additionally, for the independent variable, i.e., the participative leadership approach, etc., with the dependent variable, the measured value of significance is 0.006, which is lower than the threshold value of alpha, demonstrating that there exists enough evidence to reject the null hypothesis statement. Further, for the independent variable, i.e. effective communication, etc., with the dependent variable, the calculated value of significance is 0.001, which is lower than the threshold value of p, denoting that there exists enough evidence to reject the null hypothesis statement. In addition, for the independent variable, i.e. team-based working etc., with the dependent variable, the calculated value of significance, as demonstrated in the table, is 0.00, which is lower than the threshold value of alpha, representing that there exists enough evidence to reject the null hypothesis statement.

# CHAPTER FIVE Discussion and Analysis

## Introduction

This section of the study addresses the research objectives conducted on employee retention and their performance within organizations. The study has been carried out by analyzing and synthesizing qualitative and quantitative findings. The analysis has been divided into qualitative and quantitative discussions, which provide a detailed and comprehensive account of each factor related to employee retention and performance.

The literature review has been used extensively to substantiate and relate the findings to existing research. The factors considered in this study include job satisfaction, employee engagement, organizational culture, leadership, training and development, compensation and benefits, and work-life balance. Each factor has been analyzed separately, and their impact on employee retention and performance has been discussed in detail.

The qualitative analysis has included interviews with employees and managers to gain insights into their experiences and perceptions regarding employee retention. Quantitative analysis involves statistical methods to analyze data from surveys and other sources.

This section of the study provides a comprehensive and detailed discussion of the factors influencing employee retention and performance within organizations. The findings will be helpful for organizations to develop effective strategies for retaining employees and enhancing their performance.

## Employee Engagement

Employee engagement is a company approach to leadership that fosters teamwork and organizational success by displaying high excitement for work. Kahn was the first to discuss the idea of engagement, focusing on how employees behave in their jobs and responsibilities,

including their physiological, psychological, mental, and emotional relationships (Huang, 2022). A significant strategy for lowering staff turnover is to increase employee engagement. The idea of engagement was initially put out by Kahn, who concentrated on the emotional involvement of employees in their tasks and responsibilities at work. Organizations may better manage their staff and boost performance by emphasizing employee engagement.

Organizations increasingly focus on employee engagement as a crucial tool for obtaining successful outcomes in today's competitive market. Employees are regarded as an organization's most crucial resource since, under the proper management, they are impossible to duplicate. Purpose, security, and availability are just a few variables that affect employee engagement (Orshkoler & Kimura, 2020). Organizations engage in managing their staff, beginning with hiring and educating people, to gain a competitive edge via their workforce. Employers must find the most incredible people and spend money on them to gain the necessary skills and knowledge to keep their staff. Employee Retention Programs (ERPs), which are widely used and have received positive reviews for their efficacy, are used by many firms to ensure staff retention. In order to maintain a competitive edge in today's global market, strategic human resource management (SHRM) must address the critical problem of employee retention. According to (Barauskaite and Streimikiene, 2020), they are retaining people results in the most outstanding performance and asset returns. However, firing people may be expensive and hurt a company's performance since it needs more expertise, familiarity, and experience, which lowers revenue. According to studies, employee performance—the total of individuals' monetary and non-monetary value contribution that aids businesses in achieving their objectives—is closely correlated with employee engagement (Presslee et al., 2023). Organizations may ensure success in today's cutthroat market and keep their competitive edge by strongly emphasizing employee engagement.

Modern workplaces have been greatly influenced by the COVID-19 pandemic, increasing employee job insecurity. Increased feelings of job insecurity have been brought on by organizational restructuring and scale-backs, which can significantly increase employees' stress levels. Two factors contribute to the spread of job insecurity among employees: changes in an organization brought on by quantitative employment uncertainty, such as downsizing, mergers, and layoffs, affect specific groups within the organization and contribute to their views on job uncertainty, and threats or stressors that can be perceived similarly or jointly by employees of various job units (Putri & Eny Ariyanto, 2023). Leadership is essential when it comes to improving individual and organizational performance. Leaders must focus on their internal and external demands, create a vision, and modify organizational and personal objectives to meet their individual and organizational priorities. A capable leader directs the group and guides followers toward the proper goals. Employee productivity is poor, unemployment is rising, and workers are confronted with numerous new obstacles in the present uncertain climate. Strong relationships between supervisors and staff members are essential for crisis management since these relationships significantly impact how healthy businesses operate. The qualities of a good leader are insight, discipline, objectivity, positive transparency, worldly knowledge, and solid persuasive skills. They must be aware of and respectful of the traits of their subordinates, which will increase natural loyalty and involvement. A leader must be flexible, prioritize needs rather than responding to momentum, and communicate information quickly and decisively to all levels. Organizations must place more emphasis on collaboration than conflict from an operational standpoint to promote workers' psychological, emotional, and physical wellness (Bregenzer and Pablo Rodríguez Jiménez, 2021). Certain acts taken by all leaders must also be considered and simplified. Employees are more likely to acclimatize to the realities of the workplace by responding positively to complicated, challenging events with respect, strength, and love of their work. When a leader's position and influence in times of transition play a crucial part, managing a business in a dire medical crisis is challenging. Organizations that foresee significant transitions and changes must invest heavily in transformation leadership to motivate employees and departments to accept and successfully execute such changes. Leaders should possess desirable personal traits, including morality, rationality, diligence, fairness, assurance, and a sense of purpose. In order to attract followers, leaders must be trustworthy, exude energy, and show warmth. Leaders who exhibit resiliency, persistence, ambition, and synergistic collaboration skills may help their communities adopt the same principles. In order to support the organizational success of their company, a leader must be successful both internally and externally, balance their skills with those of a creative team, offer honest and genuine support for the objectives focused on the operation of the organization, and express their experience in fearless engagement with others (Casalino et al., 2019).

Retaining employees within organizations is a broader challenge as employee motivation depends on numerous factors that are the strategic responsibility of operational managers to value. Employee satisfaction has been a prior concern for large-scale firms and small-scale enterprises (Mughal & Iraqi,2020). Organizational factors impact employee

performance. A Saha et al. (2020) study shows that the internal organizational environment significantly affects individual productivity rates. Internal workplace culture impacts positively and negatively on efficiencies delivered by workers. The cooperation ratio between workers and management influences the employee turnover rate. The findings of Slemp et al. (2021) conclude that training and orientation sessions are required to overcome operational barriers within the workforce. Organizational productivity depends on collective contribution delivered by staff members deployed at various designations and departments. With strategic guidance, employees can perform consistently based on defined objectives.

Goal-oriented employees perform tasks fluently by valuing their responsibilities to accomplish assigned tasks within a defined time scale. Managers' leadership approach is crucial in directing and guiding the workforce toward organizational goals (Ibrahim & Daniel,2019). While recruiting an employee, it is essential to define job responsibilities and tasks to perform at the respective job designation (Kurdi & Alshurideh, 2020). With time, the implication of cultural diversity has become a critical element within businesses and organizations. Results of Duchek et al. (2020) show that inter-departments within organizations consist of a labor force that belongs to different cultural backgrounds and ethnicities. Managing disputes among laborers requires team meetings and timely guidance from operational managers/supervisors to accomplish assigned tasks.

To minimize social gaps, it is necessary to construct teams of diversified workforce to promote inclusion and diversity. A recent study by Dasanayaka et al. (2021) suggests that offering an organization financial incentives and other monetary benefits can significantly impact employee productivity. Employees who are paid well can perform consistently towards their assigned tasks. Organizational growth depends on the extent of cooperation from management and organizational policies practiced within the operational phase of the business. The study by Zivkovic et al. (2020) critically examines the higher employee turnover ratio within companies that emphasize minimal financial remunerations. However, performance-based bonuses positively impact employee performance and their mental well-being. A research study by Russo and Terraneo (2020) shows that psychological distress among laborers adversely impacts their productivity margins. In comparison, an employee-centric approach is needed to overcome laborers' psychological distress.

Employee motivation is a complex phenomenon that can be affected by multiple factors. Financial remuneration and fringe benefits can motivate employees to perform at their best. Additionally, a positive internal workplace culture, including cooperation from management, can create a supportive environment that encourages productivity. Social relationships with other employees can also contribute to employee motivation, fostering a sense of camaraderie and teamwork that can lead to increased engagement and job satisfaction. All of these factors work together to impact employee productivity, creating a margin that can make a significant difference in the success of a business. Research by Skelton et al. (2020) concludes that companies must value employees' preferences to increase employee retention rates. Organizational commitment toward employees is determined by the extent of the motivation ratio within the workforce Dorta-Afonso et al., (2021). Highly dedicated employees have a higher motivation ratio, as can be due to the extent of benefits offered at the workplace. Most employees leave companies due to factors such as lack of cooperation from management, lower benefits, and coworker disputes, which negatively impact employee performance. A study by Dwivedi et al. (2020) indicates that strategic guidance provided by operational managers impacts the labor productivity rate. Leadership dimensions adopted by managers have a significant influence on employee performance.

Participative leadership is determined to be essential to guide the labor force related to tasks assigned. Managers must engage with employees to overcome disputes and enhance productivity (Bhakuni, 2022). Organizations in which managers practice authoritarian leadership dimensions negatively impact employee well-being—the non-supportive attitude from management impacts the motivation level of employees. A study by Ramchandani and Singh (2020) concludes that organizations must adopt an employee-centric approach by valuing their loyal and newly hired staff members. Revising employee policies each year assists in motivating employees. The ratio of benefits provided at the workplace is a significant factor in supporting and increasing employee retention rates within organizations. Companies that can value their workers' organizational productivity rate increase based on consistent performance delivered by staff members (Ichsan et al., 2021).

The findings of Al-Fadly (2020) critically examine that employee turnover increased during the COVID-19 outbreak due to a majority of business operations being shut down, increasing business expenses and costs. Organizations need help to provide satisfactory benefits, leading to employee downsizing. Due to an excessive turnover rate, small- and large-scale businesses have revised employee policies. Approximately 16.3 million employees lost their jobs in 2020 (Bagajjo, 2022). Economic challenges are significant factors that impact employee turnover rates. Ababneh's (2021) results show that constructive feedback is the primary factor in raising employee engagement rates. With effective communication among team members, language barriers are minimized, and the coordination ratio is improved (Kanike, 2023). Overcoming disputes between groups requires collective efficiencies within tasks to obtain expected outcomes.

Business executives and staff members may acquire a digital environment and successfully manage change with the digital revolution in HR (AlHamad et al., 2022). For efficient knowledge worker management, HR and technology must be integrated. While HR functions aid in adapting and overseeing the change brought about by technology deployment, technology increases HR's effectiveness. By using new digital platforms, applications, and methods of providing HR services, HR may completely reinvent the employee experience by changing procedures, systems, and the business as a whole. This fusion not only coexists but also improves and strengthens one another.

As a result of the COVID pandemic issue, there were predictions of a financial crisis and recession, which led to the loss of jobs, the closing of schools, and a decline in the market for produced goods and items (Nicola et al., 2020). However, the demand for healthcare products and the food sector surged because of anxiety and attempts at food stockpiling. Governments in the Middle East swiftly reacted, enhancing broadband networks, introducing digital platforms, and ensuring commercial operations, notably in the banking and educational sectors. Global service and business efficiency are directly impacted by digitalization, which also influences an economy's overall trade volume (Tian et al., 2022). It improves operational effectiveness and has given rise to fresh revenue streams and value-adding strategies. As technology advancements allow for more straightforward, quicker, and cheaper connections among individuals, businesses, and governments without regard to time or physical presence, digitalization is a fundamental driver of globalization and innovation. According to (Alouis et al. R.T. Chilunjika, 2022), the Advanced Human Resource Model for executives has two test components: make the workplace and the individuals on the board smarter through data advancements like e-HRM, combining HRM and data innovations to create respect within and between Associations; furthermore, conduct evidence-based HR motivations through information inquiry, e.g ., personnel assessment, use of spell check, visualization and fact of

information related to HR processes. Resources, decentralization, and external monetary standards establish influence and empower corporate leadership based on independent information.

Employees promoted to higher job designations are highly dedicated to performing their assigned tasks. Employee engagement and productivity require management's cooperative policies to improve individual efficiencies. With time, digitalization has transformed operational dimensions. The study by Malik et al. (2021) concludes that the implication of digital technology has dramatically replaced the workforce. Manufacturing companies are relying on artificial intelligence mechanisms rather than the workforce. The extent of employee motivation has been reduced due to a more significant dependence on automated machinery. In many business sectors, operational functions are dependent on digital technology rather than consuming the labor force (Fareri et al., 2020). A decrease in employee performance rate and an increase in labor turnover are determined. Most companies have adopted digital automated technology to make improvements within an operational phase of the business to obtain expected productivity margins. The technology industry has a higher employee turnover ratio, nearly 13.2% (Atef et al., 2022).

Digital acceptance within industries and manufacturing companies has disrupted efficiencies delivered by the workforce deployed as front-line workers in various operational phases (Wirtz et al., 2023). Job insecurity is the primary factor that impacts the labor productivity rate. Moreover, with work intensification, deterioration in mental well-being has been predicted. The employee productivity ratio is majorly impacted due to large-scale implications of technological aspects within organizations (Elciyar et al.,2021). However, to operate digital machinery, efficiencies, and expertise are needed from the skilled labor force through which the expected productivity rate is obtained. The findings of Stahl et al. (2020) conclude that valuing employees is the strategic responsibility of management. To meet organizational goals, collective efforts are required from employees. Employee motivation is a prior factor that contributes majorly to the individual efficiency ratio.

The results of Turner (2019) indicate that professional growth within an organization is a strategic driver instead of impacting the employee productivity ratio. Moreover, recognition and appreciation from operational managers encourage the workforce to perform consistently. Organizational growth depends on the extent of efficiencies the workforce delivers at various designations. In addition, management requires transparency while compensating staff members—reward and promotion-based approaches impact employee productivity rate. The findings of Gigauri (2020) conclude that many of the newly hired staff encounter numerous challenges while performing their assigned job responsibilities. Conducting seminars/workshops is essential to improve their productivity margins and to impose the necessary skills and expertise to meet expected organizational goals. A research study by Salas‐Vallina et al. (2021) critically explores how employee-workplace relationships positively impact well-being and individual productivity rates. In a cooperative working environment, assigned tasks are accomplished on deadlines.

Employee motivation impacts collective performance among team members. To manage operational challenges, contribution from group members is required to obtain expected outcomes. With a positive workplace culture, the extent of disputes among employees is minimized. Obtaining continuous improvement requires combined efficiencies and collective performance from employees. To increase employee retention rate, organizations need to contribute towards their workforce to increase the motivation ratio (Girdwichai & Sriviboon, 2020).

High staff turnover can cost businesses much money since it takes time and money to find new employees and train them. Organizations may use retention strategies, including competitive pay, worthwhile professional development possibilities, and a good work environment to lower turnover (Yousuf & Siddiqui, 2019). As they grow used to the company's procedures, methods, and culture, retaining experienced workers promotes productivity and guarantees continuity in business operations. They also amass priceless institutional expertise, crucial for enhancing procedures, client interactions, and the caliber of goods and services. By facilitating the transfer of information from seasoned workers to less experienced ones, retention strategies like mentoring programs and initiatives to share knowledge ensure its preservation inside the company. Employees driven to work hard are rewarded for their accomplishments and have possibilities for personal and professional progress, which increases output and improves customer satisfaction (Muhammad Ashraff et al., 2020). Employers who put a high priority on employee retention have a solid reputation as top employers, recruiting top talent and minimizing recruitment costs—employee retention results in improved customer service, more solid client bonds, and more customer loyalty.

## Qualitative Discussion

The study collected responses from employees of Evonik and other organizations to identify essential factors contributing to employee satisfaction and retention. The interviews focused on identifying the rationale behind the higher turnover rate in organizations. The responses obtained from the participants highlighted several critical factors that contribute to employee satisfaction and retention, including the significance of team-based tasks, promoting cultural diversity in the workplace, and introducing training sessions.

The significance of team-based tasks was a critical factor in motivating employees. The study found that employees feel more engaged and connected with their work when working together in teams. It also allows them to learn new skills and develop better relationships with their colleagues.

The study also found that promoting cultural diversity in the workplace is essential in promoting employee satisfaction and retention. When employees feel that their workplace culture is valued and respected, they are more likely to feel motivated and engaged.

Also, introducing training sessions was essential in promoting employee satisfaction and retention. When employees receive training sessions, they feel more equipped to handle their job responsibilities, which leads to increased satisfaction and motivation.

Furthermore, the study identifies several critical factors organizations must consider to promote employee satisfaction and retention. These factors include team-based tasks, promoting cultural diversity in the workplace, and introducing training sessions. Organizations can create a more motivated and engaged workforce by addressing these factors.

### Cultural Diversity

As per the participant feedback, promoting cultural diversity in the workplace can significantly increase employee satisfaction within organizations. The study conducted by Narayanan and Terris (2020) concludes that promoting inclusion in the workplace can enhance social bonding among staff members, allowing them to collaborate effectively with other workers. Promoting cultural diversity can have a considerable impact on employee

engagement, with companies that recruit a diversified workforce able to achieve operational productivity in parallel with strategic objectives (Obrenovic et al., 2020).

However, despite the benefits of cultural diversity, it can sometimes hurt employee morale and performance due to conflicts between diversified groups in the workforce. The research by Ukandu (2022) highlights that teams that include diversified groups of employees can perform more efficiently than individual-based productivity. Therefore, companies must promote a culture of inclusion and diversity to ensure all employees feel valued and included.

Recently, companies across various sectors have hired employees from different regions who speak different languages (Rao, 2019). By promoting cultural diversity, companies provide equal opportunities for skilled and experienced workers to perform to their best potential within the organization. By hiring diverse staff members, corporations encourage a talented pool of candidates with specific expertise to deliver their efficiencies while performing within organizations.

Promoting a diversified group of staff members with specific expertise at different levels can be a viable solution to manage the high employee turnover rate at Evonik. Participants have mentioned that the annual staff turnover rate at Evonik's Dubai office is around 20%, which requires hiring a new workforce. By hiring a diversified group of staff members, operational efficiencies can be enhanced, leading to better business stability and meeting operational objectives. Therefore, promoting cultural diversity can benefit Evonik, helping it achieve its business goals and improve overall performance.

### Employment Benefits

Employees working in organizations often seek better employment benefits, and Evonik is no exception. The company provides its employees various benefits, such as financial remuneration, health care benefits, educational allowances, and more, depending on their job designations. However, despite these employment benefits, employee dissatisfaction and labor turnover remain high due to ineffective management policies and inadequate implementation of employment benefits.

According to the findings of Tovmasyan and Minasyan (2020), most employees seek financial benefits while providing efficiencies within companies. Financial benefits are often a

driving factor for employees to stay motivated and perform well. In addition, healthcare benefits are necessary to ensure the health and well-being of employees, the backbone of any organization. A higher employee turnover rate in Evonik is attributed to lower financial compensation and additional burdens on staff members, which make it difficult for them to perform consistently within the organization, ultimately leading to employee turnover. Many employees feel deprived of financial benefits and medical facilities, affecting their work satisfaction.

The results of Karmaker et al. (2023) suggest that one of the essential factors that encourages employees to contribute effectively within their operational domains is promotion to higher designations. Employees seek recognition at the workplace by their operational managers and subordinates, which can be achieved by being promoted to higher positions. Retaining staff members by promoting them to higher job positions is common in most organizations, and Evonik can also benefit from this approach.

Responses from employees at Evonik indicate that company retirement benefits can help retain workers for a long duration. Academic scholars argue that job security is a significant factor that positively affects employee satisfaction in the workplace (Ali & Anwar, 2021). Therefore, strategic management in Evonik should innovate operational policies and employment benefits at the workplace to retain its workforce. By improving financial compensation, providing adequate healthcare facilities, promoting employees to higher job positions, and offering retirement benefits, Evonik can retain its employees and increase their job satisfaction, leading to better productivity and success for the company.

### Employment Policies

The responses obtained from participants indicate that employment policies significantly impact labor retention within organizations. Specifically, the study by Rivaldo and Nabella (2023) found that employment policies offered by organizations positively affect employee motivation in the workplace. This includes policies related to health and safety, which are put in place to ensure the well-being of the workers. Additionally, non-discrimination policies are essential to promote cultural diversity in the workplace. Both multinational corporations and small and medium-sized enterprises practice non-discrimination policies to facilitate a diverse group of employees. To ensure ethical practices within organizations, it is essential to promote fair and transparent policies to lower team members' conflicts (Morton et

al., 2022). Doing so creates a sense of job security among the diverse group of workers performing in a diverse environment.

 Scholars suggest that punctuality and attendance policies allow the workforce to deliver their work more efficiently. Employees will be motivated to perform tasks regularly with punctuality allowances, while attendance-based allowances encourage workers to deliver their productive efficiencies. A study by Hamouche (2021) concludes that organizations that offer fringe benefits to their workers are more efficient in retaining their staff members in the long run. Career-oriented employees typically seek fringe benefits such as health insurance, retirement benefits, medical and family leaves, compensation, accommodation, etc. (Mbeah, 2021). These are primary factors that contribute to enhancing labor satisfaction in the workplace. Currently, Evonik Dubai does not offer fringe benefits to its workforce, which is determined to be a significant factor in employee dissatisfaction and higher employee turnover rates. However, by changing policies to include fringe benefits, the ratio of labor satisfaction would improve.

 Training policies play a crucial role in employee satisfaction within complex phased entities. Tarigan et al. (2022) suggest that training activities can help managers identify staff performance and work with employees with lower productivity. Training is a significant component for corporations to handle operational challenges by guiding workers to perform efficiently in parallel to their job responsibilities. The results of Jose et al. (2021) show that by investing in employee training, companies can enhance skills and expertise among staff members. Capability enhancement is possible through orientation sessions, through which experienced workers can guide newly hired staff members to perform based on defined standards. Training activities encourage knowledge sharing among employers and employees and assist managers in sharing operational strategies with employees to ensure that workers can accomplish assigned tasks (Rubel et al., 2021). Organizations can improve employee satisfaction and productivity by implementing effective training policies, leading to better retention rates.

## Hertzberg two-factor theory

The qualitative discussion presented various factors that have been prominently presented in the two-factor theory model presented by Hertzberg. While investigating factors that contribute to improving workers' performance, reducing turnover, and maintaining retention across employees working within the chemical industry, various elements that point to hygiene and motivational factors have been outlined in the section of findings and discussed extensively in qualitative analysis. Cultural diversity and employment policies pointed out in the qualitative discussion demonstrate hygiene factors that essentially support improving the motivation ratio within the working group. Additionally, employment benefits describe motivational factors that raise higher levels of satisfaction among workers while contributing to improving retention margin and minimizing the extent of the turnover ratio (Claudiu et al., 2023).

## Quantitative Discussion

The above section is a detailed analysis of the quantitative findings highlighting participants' perspectives regarding employee motivation while working at Evonik. The calculations for mean values, percentages, standard deviation, and coefficient of variation have been conducted using the responses collected from employees in various positions across the organization. The questionnaire survey was designed to understand the multiple factors that influence employee motivation levels in the company.

The survey questionnaire included various aspects of work-life, such as work environment, job security, compensation and benefits, professional development opportunities, and job satisfaction. The participants' responses were analyzed, and the results provided valuable insights into the organization's overall employee morale and motivation levels.

The findings reveal that while employees are generally satisfied with their working conditions, areas still require improvement. For instance, some employees expressed concerns about the workload and work-life balance, affecting their motivation. Others mentioned that they would like more professional growth and development opportunities to enhance their skills and knowledge.

The survey results provide a roadmap for the company to identify areas where improvements can be made to enhance employee well-being, productivity, and retention. By addressing the concerns raised by the employees, the company can boost morale and motivation levels, which will positively impact the organization's overall performance.

### Cognitive Engagement

The productivity and performance of employees in companies are influenced by cognitive engagement. Cognitive engagement refers to the active participation of employees in assigned tasks and job responsibilities based on their cognitive learning skills and experience. Employees' contribution towards different job tasks, with a voluntary and dedicated approach, is significant and plays a vital role in the success of an organization.

Employee commitment to job roles helps organizations achieve their strategic objectives and increase productivity. The collective productivity of employees is influenced by

how well they perform while working in groups and on team-based tasks. Self-determination enables employees to construct cognitive strategies to perform individual and group-based tasks.

According to the findings of Obuobisa‐Darko (2020), highly dedicated staff members contribute to effectively accomplishing operational tasks. Lower absenteeism and a high punctuality rate are indicators of labor performance margin while organizing individual or group-based tasks. Attentive efforts delivered by the workforce, which includes highly experienced staff members, raise organizational productivity margin.

Strategic cooperation between managers and employees influences the employee motivation ratio while performing company operational tasks. Experienced staff members are highly involved in delivering cognitive engagement to raise operational productivity margin. The study of Strehle (2023) argues that self-efficacy and self-determination contribute to raising employee performance margin while accomplishing individual or group-based tasks. This means that employees with self-determination and self-efficacy are more likely to perform better and achieve their goals, ultimately benefiting the organization.

### Affective Engagement

The responses collected from participants on affective engagement reveal that the organizational culture practiced within companies contributes significantly to raising employee engagement through emotional connectivity and building social relationships among team members. Simply put, employees who feel connected to their colleagues and the organization are more likely to be engaged and, thus, more productive.

Labor productivity is highly dependent on effective communication, teamwork, and mutual coordination among workers, affecting employee motivation in corporations. When employees feel that they are part of a team and their contributions are valued, they are more likely to be motivated to work harder and be more productive. In addition, promoting knowledge and experience can impact effective engagement among organizational staff members. When employees have opportunities to learn and grow, they are more likely to be engaged and satisfied with their work.

According to the responses of Evonik employees, managerial contributions significantly influence the labor productivity rate, with highly dedicated workers showing higher affective engagement than other staff members. Employees who are emotionally engaged in their tasks learn efficiently, which positively influences their productivity rate. This highlights the importance of managers in creating a positive work environment that fosters engagement and productivity.

Ahmed et al.'s (2020) study concludes that affective engagement depends on strategic relationships between managers and workers, contributing to organizational objectives. Operational managers who share progress reports with their workforce can interact positively with them within companies. This underscores the importance of communication and transparency in building relationships between managers and employees.

Employees dedicated to their tasks based on emotional attachment obtain growth opportunities while performing organizational tasks. Promotion to higher positions encourages staff members to perform tasks with cognitive efforts to attain operational productivity margins. This highlights the importance of providing employees with opportunities for growth and advancement within the organization.

The findings of Cherif (2020) elaborate that human resource policies practiced within organizations play a significant role in raising affective engagement. Employment benefits offered at the workplace encourage staff members to deliver their performance efficiencies. This highlights the importance of creating a positive work environment that offers benefits and incentives to employees. Employees who feel valued and supported are more likely to be engaged and productive.

### Task Level

The study on task level's impact on employee satisfaction and retention involved collecting responses from participants and analyzing them to present quantitative findings. The data collected revealed that employees who are assigned challenging tasks utilize various skills to complete them, leading to a sense of fulfilment. This enhances their job satisfaction and contributes to their retention within the organization.

The study further found that employees who are dedicated to their work perform efficiently, mainly when they contribute to complex tasks. This highlights the importance of task-level factors in employee satisfaction and retention. Additionally, providing instant feedback to employees on their performance reduces burnout and increases motivation.

Another significant finding from the study was that constructive involvement among managers and staff members can lower operational stress and create a positive work environment. Employers consult with their staff members to ensure organizational productivity and hold career development discussions to raise morale and confidence among employees who perform efficiently, irrespective of additional working burdens.

Academic scholars have emphasized the importance of job characteristics for labor productivity in corporations. Organizations can identify tasks efficiently by retaining their workers at their job designations. The study found that skill-based task distribution helps management engage with their employees while performing group-based activities. This means that operational supervisors can assign tasks based on individual expertise and potential skills within the workforce, ensuring that employees are engaged and motivated.

A study by Grobelna (2019) showed that job characteristics raise job engagement and contribute to employee motivation within organizations. By considering job characteristics, operational supervisors can assign tasks that are better aligned with the skills and potential of employees, leading to better job satisfaction, employee retention, and overall organizational productivity.

### Interpersonal Level

In a recent study, participants were asked to share their insights on the role of interpersonal skills in employee performance while working at Evonik. Based on their experiences working in the company, they explained that interpersonal skills are crucial for success in the workplace and depend heavily on the support provided to their team members by operational managers. When there is social coordination between employees, it leads to increased productivity and helps to achieve operational objectives.

Employees also noted that building strong working relationships with team members is essential for improving productivity. They stated that social coordination among employees significantly impacts staff performance. In order to reduce conflicts and promote a positive work environment, Evonik encourages cultural diversity within the workplace. Ultimately, employee retention depends on how well staff members collaborate and work together to achieve common goals.

A study conducted by Wang et al. (2020) found that effective communication among team members plays a critical role in reducing conflicts between staff members. The study also revealed that interpersonal skills have a significant impact on the organizational growth rate of corporations. Strategic collaboration by team leaders and supervisors motivates employees to perform their job tasks more effectively, and supportive staff members can help employees achieve their task objectives within a defined timeline.

Furthermore, a research study by Demerouti et al. (2021) suggests that training sessions can help employees interact with their team members, minimizing operational disputes. Orientation sessions can also help workers become more familiar with each other, resulting in improved performance. Overall, these findings underscore the importance of interpersonal skills, social coordination, and effective workplace communication and highlight management's critical role in promoting a positive work environment.

### Vigor Element

The participants shared various responses when asked about the factors that motivate employees to perform their job tasks. In particular, the staff members at Evonik reported that they are highly dedicated to their job tasks, which drives them to work additional hours to meet operational deadlines and contribute effectively to work tasks. This dedication to job tasks is evident in all laborers, regardless of their designation. Additionally, the participants mentioned that Evonik provides strategic assistance for career development, which is an excellent motivator for staff members committed to their career growth.

The study conducted by Jeha et al. (2022) highlights that employees who are dedicated to their work deliver their efficiencies irrespective of incentives and compensation provided while performing job tasks. In other words, the intrinsic motivation to perform well is a powerful driver for employees to achieve high levels of efficiency and productivity. Furthermore, employees who are satisfied with their job positions tend to renew their contracts to work in the future, which clearly indicates their commitment and loyalty to the organization.

Therefore, the growth of an organization significantly depends on career-oriented staff members willing to devote their efforts to the operational phase.

The findings of Ausat et al. (2022) indicate that operational assistance from supervisors consistently motivates workers to deliver their expertise while performing complex phased tasks. This assistance can take various forms, such as providing clear instructions, timely feedback, and necessary resources, which can significantly impact the workers' motivation and productivity levels. By receiving the proper support from their supervisors, workers can feel more confident and empowered to contribute effectively to organizational tasks, ultimately leading to higher productivity margins.

### Dedication

The study aimed to identify the elements that enhance employee morale in Evonik, a leading global specialty chemicals company. To achieve the study objectives, the researchers collected participant reviews and analyzed the responses obtained. The study findings provide valuable insights into the factors that boost employee motivation and productivity margin within companies.

The analysis of participant responses revealed that career-oriented workers in Evonik are highly motivated to perform their job tasks and contribute towards operational goals. The study findings suggest that the majority of workers in Evonik are primarily focused on raising production margin by lowering operational expenses. This observation aligns with the research findings of Riyanto et al. (2021), which suggest that employee motivation is positively affected by a determination to perform job tasks within companies.

Moreover, the study results suggest that operational support provided by management plays a crucial role in raising employee morale and confidence. Participants highlighted that management support positively impacts their job satisfaction and productivity margin. They also mentioned that their profession inspires them to perform well and contribute towards organizational goals.

The participants also emphasized that their productivity and team motivation rely heavily on self-dedication. They mentioned that collective individual efficiencies depend on self-determination, leading to lower workplace dissatisfaction. It is evident from the responses that team motivation and individual productivity rely on self-dedication to perform at their respective designations.

The study results of Chakraborty and Biswas (2019) show that a professional development plan can significantly contribute to raising employee morale and productivity margin. Companies can strategically guide their workers about career growth opportunities and manage plans and strategies that assist employees while performing within organizations.

Overall, the study provides valuable insights into the factors that enhance company employee morale and productivity margin. The study findings suggest that career development and operational support are crucial factors that contribute to employee motivation and productivity margin within companies. The study aimed to explore the factors that enhance employee morale in Evonik. To attain the study objectives, participant reviews were collected, and the responses obtained were analyzed. The study findings suggest that career-oriented workers in Evonik are highly motivated to perform their tasks and contribute to operational goals.

It was observed that the majority of workers in Evonik focus on raising production margin by lowering operational expenses. The research findings of Riyanto et al. (2021) suggest that employee motivation is positively affected by a determination to perform job tasks within companies. Moreover, the study findings suggest that operational support provided by management contributes significantly to raising morale and confidence among workers.

The participants mentioned that their profession inspires them to perform well and contribute towards organizational goals. They also highlighted that their collective individual efficiencies depend on self-determination, leading to lower workplace dissatisfaction. It is evident from the responses that team motivation and individual productivity rely on self-dedication to perform at their respective designations.

The study results of Chakraborty and Biswas (2019) show that with a professional development plan, companies can strategically guide their workers about their career growth opportunities and manage plans and strategies that assist employees while performing within organizations. Overall, the study suggests that career development and operational support are

crucial factors that contribute to employee motivation and productivity margin within companies.

### Employee Retention

When inquiring about the dimensions of employee retention that help companies reduce labor turnover rates, participants mentioned that staff members' emotional and cognitive behaviors positively motivate them to work within the organization for longer durations. It is evident from responses collected based on experienced staff members of Evonik that most workers have declined employment offers from other organizations while serving for Evonik. They further mentioned that promotion at higher designations is a major factor that encourages them to retain within the enterprise while working for operational goals. Responses from other participants elaborate that working within Evonik is an efficient, professional experience, as learning from employers is an effective way of enhancing career development.

When asked about employee retention, participants mentioned that Evonik provides a healthy working environment to ensure employee safety and well-being and raise satisfaction at respective job designations. Employees are provided with health and safety benefits that offer convenience during lousy health conditions and other similar situations. Additionally, participants outlined that strategic assistance from supervisors majorly assists while performing group-based tasks or individually assigned activities. While contributing under the supervision of qualified and experienced staff members, operational complications are reduced to a greater extent, which raises higher morale among employees working in Evonik.

Participants highlighted that ethical dimension practiced within Evonik lower conflicts among staff members. By improving dignity, workers respect each other's cultural practices, which enables Evonik to promote cultural diversity within an operational phase. By reducing disputes, coordination between team members positively affects the performance and motivation of staff members. It denotes that employee retention within highly complex phased organizations depends on promoting respect and ethical dignity to maintain positive workplace relationships among the workforce. Evonik encourages its workers to fulfill their professional aspirations by providing career-related guidance that assists staff members in selecting appropriate professions while delivering their skills and expertise.

The findings of Irabor and Okolie (2019) conclude that employee retention depends on how healthy companies motivate their workforce by offering them efficient employment benefits in the workplace. Additionally, academic scholars mentioned that emotional motivation among staff members while working within organizations majorly contributes to labor satisfaction and raises the retention rate of the workforce. A study by Chigeda et al. (2022) indicates that employees who serve for longer durations within corporations can construct emotional connectivity while performing employment tasks at various designations. In addition, employee retention depends on whether staff members decline employment offers provided by other organizations. Financial remuneration offered at specific job positions affects employee motivation within companies (Spisakova,2019). Firms that can serve better employment offers to their workforce can retain them for longer durations.

Organizational commitment affects the job retention rate for the workforce as employees who serve for many years within similar companies describe their higher satisfaction rate. Firms adopt various patterns to retain their workers for extended durations (Nayal et al., 2022). Self-devotion to perform within organizations describes a higher employee retention rate within organizations. Team motivation and strategic support raise the satisfaction ratio among staff members. A recent study by Amegayibor (2021) found that offering strategic support from management and supervisors can significantly boost employee motivation to perform organizational tasks. Staff well-being depends on how effectively they are supported by their managers at higher job designations (Salas‐Vallina et al.,2021). Research findings conclude that by offering health care benefits, labor-satisfaction rates rise within companies. Female staff members offered maternity leave during pregnancy encourage them based on health care benefits (Van Niel et al.,2020). Additionally, staff members and managers provide operational assistance to raise the employee satisfaction ratio while working at specific designations.

Organizational support from team members encourages workers to perform assigned job tasks. Operational supervisors have the necessary responsibilities to accommodate the working practices of the labor force that create positive motivation among workers (Dinh, 2020). Organizations that support employees at the initial stage of their careers can retain the workforce for longer durations. Companies that direct professional aspirations among laborers raise motivation to perform consistently. With ethical practices, employee disputes are reduced

more within organizations. By adopting ethical transparency, staff members are favored to perform their job tasks with dignity and respect.

 While evaluating statistical results of the study by examining factors that contribute in impacting on employee performance, their turnover and towards their retention quantitative findings have been presented in the study to acknowledge readers regarding measured results of the study. Quantitative findings presents an overview regarding various statistical tests i.e. frequency, descriptive statistics, correlation and regression. It showcase an overview pertaining to employees perspectives whom have been involved from various chemical companies i.e. Du Pont, BASF, Evonik, Dow Chemical etc.

 Results of the frequency test showcase an overview regarding integration of supportive working culture that assist workers in performing positively towards organizational goals. Majority of participants agree while asked pertaining to implication of cooperative working environment towards enhancing organizational performance among employees. Study conducted by Chen, et al.(2020) concluded that higher employee productivity is accomplished with integration of supportive working practices. It is evident from participants responses that employees whom working in various well-recognized chemical companies i.e. Du Pont, BASF, Dow Chemical, Evonik etc. are performing their tasks effectively due to sustained engagement executed by operational managers.

 Further results of the frequency test demonstrate effectiveness of participative leadership style being adopted by operational managers that positively influence on workers productive capacities. Majority of participants agree while asked about rather they are satisfied based on participative approach being executed by managers. Findings by Jamieson et al.(2021) mentioned that managerial involvement within tasks supports employees working in chemical companies to perform sustainably towards assigned tasks.

 Further results of the frequency test showcase an overview prescribing resourcefulness of effective communication that supports employees while performing their operational tasks. Respondents illustrate in agree which demonstrate effectiveness of constructive feedback to be adequate technique in supporting workers during task related complexities they come-across. Research study by Escher and Brzustewicz.(2020) concluded that managerial support through sustainable coordination would encourage workers to effectively execute their potential efforts that helps in accomplishing organizational tasks.

 Additionally participants have presented their viewpoints regarding significance of two-way communication that assist in improving their satisfaction rate while performing complex phased tasks. Participants agree while asked regarding effectiveness of sustained coordination provided by managers among workforce. Findings by Hardcopf et al.(2021) stated that with sustainable collaboration staff would be able to overcome operational challenges that they encounter while executing their efforts across various operational departments.

 Further participants demonstrated effectiveness of team based working that enable in enhancing their productive capacities as while working in group phase workers are able to attain assistance from their group members that supports them in performing tasks. Research findings by Tamunomiebi and John-Eke.(2020) mentioned that by promoting diverse cultural environment employees would attain opportunities to learn from workers whom are from varied ethnic backgrounds and possess certain skills and capabilities in performing tasks.

## Hypothesis testing

 Based on statistical results obtained through evaluation executed by SPSS investigator is able to measure extent of relationship between independent and dependent variables of the study. Below illustration is an overview demonstrating hypothesis testing results being attained based on calculated values of significance.

**Table:27** Hypothesis Testing Region

|  |  |  |
| --- | --- | --- |
| **Hypothesis** | **Statement** | **Accepted/rejected** |
| H1 | There is a significant relationship between supportive working environment and employee performance for staff in Speciality Chemical Industry. | **Rejected** |
| H2 | There is a significant relationship between participative leadership approach and employee performance for staff in Speciality Chemical Industry. | **Accepted**  |
| H3 | There is a significant relationship between effective communication and employee performance for staff in Speciality Chemical Industry. | **Accepted** |
| H4 | There is a significant relationship between team based working and employee performance for staff in Speciality Chemical Industry. | **Accepted** |

 The above illustration is an overview showing hypothesis acceptance and rejection based on results achieved through correlation and regression tests respectively. It is evident based on the calculated value of significance that Hypothesis statement no:1 is rejected. Further results of the statistical tests demonstrate that Hypothesis statement no:2 is accepted. Additionally regression analysis showcase that Hypothesis statement no:3 is accepted. In addition statistical evaluation prescribes that Hypothesis statement no:4 is accepted.

## Summary

After an in-depth analysis of both qualitative and quantitative data, the research findings suggest that certain primary factors significantly impact employee retention or turnover within corporations. These factors include employee recognition, compensation, job security, career development opportunities, and work-life balance.

Implementing these factors is crucial in determining how well a company's management has devised a sustainable approach to enhance the performance of its workers and improve their productivity margins. Effective implementation of these factors can lead to a more engaged and satisfied workforce, resulting in increased employee retention rates and reduced turnover.

Furthermore, each of these factors determined through qualitative and quantitative findings has been discussed in detail in the chapter. The discussions include how they impact employee satisfaction and the strategies that organizations can use to address them. These insights will provide readers with comprehensive knowledge about the impact of these factors on employee satisfaction in organizations and the importance of addressing them to develop a more productive and engaged workforce.

# CHAPTER SIX Conclusion and Recommendation

## Conclusion

The given analysis sheds light on the crucial role of employee engagement in enhancing the labor satisfaction rate within organizations. It is observed that organizations that prioritize employee retention strategies are better equipped to reduce staff turnover rates. The study underlines essential insights into the critical challenges faced by Evonik Gulf FZE in managing its operational activities. Specifically, the organization must grapple with high employee turnover rates due to inadequate management policies, non-supportive strategic decisions made by supervisors, and a lack of employee benefits in the workplace. The study has delved deeper into identifying the factors significantly contributing to employee dissatisfaction in Evonik. Moreover, the study provides actionable recommendations to help organizations retain their staff effectively.

The researcher has rightly emphasized the importance of including employees working in Evonik as participants in the study. This was crucial in investigating the role of employee engagement in turnover and retention within organizations. The introductory section of the study clearly outlines the research aim and objectives explored during the research work. Overall, the study highlights the need for organizations to prioritize employee engagement and retention strategies to improve labor satisfaction and reduce staff turnover rates.

The thematic insights based on the responses from employees of the major industries in the chemical sector BASF, Dow Chemical, and DuPont highlighted numerous key elements that impact performance, turnover and retention. Employment benefits like health insurance and performance bonuses enhanced retention and satisfaction as the benefits including health insurance, retirement plans, performance bonuses and parental leave demonstrating that a complete benefits package enhanced employee loyalty by assuring well-being and work stability. On the other hand flexible and inclusive employment policies are also important for determining retention and performance as the organisation like DuPont prioritised safety-first policies, equitable opportunities and creative work practices which elevated worker satisfaction and reduced turnover. Similarly the supporting secondary sources also found that flexible work arrangements enhanced employee engagement and loyalties, making them feel appreciated and driven.

Moreover the financial incentives are necessary but career progression possibilities are necessary to retain personnel as workers want both short-term and long-term success. In compliance to decrease turnover and improve engagement, the chemical sector must combine financial incentives with defined professional growth routes Along with that group work, backed by excellent communication and operational advice, developed a collaborative culture that boosts performance and decreases employee turnover because the supervisor-employee communication is essential for aligning organisational goals and giving work advice, which promoted morale and retention. Collectively the cultural diversity and inclusiveness improved social coordination, creativity and retention under which these firms cut turnover and strengthen their personnel by promoting inclusion.

The literature section discusses the various factors contributing to higher job dissatisfaction levels within corporations. One of the primary reasons cited is the increasing dependence on technological procedures within the operational phase, which has significantly reduced the effectiveness of human intervention. This means employees feel less valued and less involved in decision-making processes.

As businesses continue to grow and evolve, staff contribution becomes increasingly important. Digital expertise and technical skills in the labor force are essential in assisting managers in accomplishing daily activities and organizational tasks. However, the rise of

procedures have replaced traditional manual tasks, leading to job insecurity for employees working in multi-national organizations.

On the other hand, small and medium-sized enterprises with minimal resources have faced certain complications in the phase of digital acceptance, which has raised room for employees to deliver their productive efficiencies while performing operational tasks. This highlights the need for organizations to be mindful of technology's impact on their workforce, implement effective strategies that balance automation with human intervention, and foster a positive work culture that values and rewards employee contributions.

The employee turnover rate is a crucial concern for organizations as it indicates the number of staff leaving the company. High turnover rates can lead to insecurity among staff members while performing operational tasks. Therefore, thriving organizations need to fulfill employee concerns to retain their workforce. One of the most effective ways to retain employees is to provide them with proper training and development techniques. Such techniques significantly impact skill development, capability nurturing, and coordination among team members, ultimately motivating employees to perform their tasks consistently.

Another crucial aspect that has become necessary with time is getting employees familiar with digital awareness. Companies have started investing vast funds in orientation programs to develop skill-based nurturing among staff members, which helps them quickly adapt to the latest technological advancements.

Employment benefits firms offer also positively raise job satisfaction among the labor force. Several factors have been explored in the study based on participants' reviews that were determined to affect retaining employees within organizations positively. One such factor is cultural diversity and inclusion. Organizations' recruitment policies consist of hiring local and expatriate workers who are employees from various cultural backgrounds who are promoted to work collectively with each other. These policies help promote cultural diversity and inclusivity within the organization, ultimately leading to higher job satisfaction among workers.

In addition to that, team-based activities and group-based tasks have a significant role in reducing the dissatisfaction rate among employees. Such activities create a sense of teamwork and cohesiveness within the staff, which helps in promoting a positive work culture. By creating a positive work culture, organizations can significantly reduce employee dissatisfaction, which ultimately leads to higher job retention rates.

Strategic management has become increasingly important in today's fast-paced business environment. One of the critical functions of strategic management is to distribute tasks among team members in a way that maximizes operational productivity. However, the outbreak of pandemics like COVID-19 has caused a major shift in operational patterns, leading to a significant reduction in employee performance. To adapt to these changes, many organizations have had to transform their traditional working practices into digital working methods to achieve their operational goals.

This shift to digital technology has created several operational challenges for employees, particularly those with limited digital expertise and technological awareness. As a result, many employees have experienced job dissatisfaction, which has increased company turnover rates.

To gain a better understanding of the impact of employee engagement on labor turnover rates and retention, researchers have employed a mixed-method approach. This approach involved collecting both qualitative and quantitative data through surveys and interviews. For the quantitative data, a survey questionnaire was distributed to 23 participants, with 18 filling out the form. The qualitative data was collected through interviews with 10 employees of Evonik Gulf FZE, providing insights into the factors that influence employee performance within organizations.

The primary data collection process has helped researchers explore the role of employee engagement and its impact on labor turnover rates and retention. Using a mixed-method approach, researchers were able to obtain valuable insights into the impact of employee engagement on employee performance, which organizations can use to improve their strategic management practices.

The study has collected quantitative responses from employees to identify the key factors that significantly impact employee engagement and retention within corporations. These factors include cognitive engagement, affective engagement, task level, interpersonal

level, vigor element, dedication, and employee retention. A survey questionnaire was developed based on various factors, and the participants' perspectives were collected and analyzed using statistical tests, such as mean, standard deviation, coefficient of variation, coefficient of variation rank, and percentage, in MS Excel.

The quantitative values obtained based on these factors indicate a considerable dispersion in the dataset collected from participants. For instance, the responses collected based on the cognitive engagement factor suggest that employees at Evonik are encouraged to perform at various designations, and organizational growth depends on how effectively staff members contribute to accomplishing operational objectives. In other words, organizational commitment and dedication to executing operational tasks describe effective cognitive engagement among the workforce.

Based on the survey results, it is evident that most participants strongly believe that cognitive engagement is a crucial factor in driving employee engagement. The average mean value of 4 suggests that the respondents agree that self-determination, aspiration, strategic involvement, and other similar factors play a critical role in fostering employee engagement. These factors encourage operational motivation among staff members. This, in turn, impacts organizational productivity rates and enhances employee retention.

Furthermore, the standard deviation calculated for each factor of cognitive engagement is less than 1, indicating that the dataset is clustered around mean values. Additionally, the respective values of the coefficient of variation are also less than 1, which denotes lower dispersion around a mean value. However, the coefficient of variation rank is 1 and higher than 1, indicating higher variation in the dataset.

Therefore, the responses collected based on cognitive engagement indicate that it is a significant factor that boosts employee morale and raises organizational commitment to the workforce. It also lowers the staff turnover rate and emphasizes strategies to boost employee productivity and involvement, which is crucial for organizational success.

The concept of affective engagement is crucial in boosting employee involvement within organizations. It includes various factors such as organizational culture, managerial collaboration, human resource policies, progress evaluation, and learning opportunities. These elements have great significance in raising employee engagement levels within organizations, as participants in a study strongly agreed when asked about the factors impacting affective engagement. The mean value, which was calculated to be 3, suggests that the participants highly favored these factors. In contrast, the standard deviation value, lower than 1, indicates that the primary dataset collected is clustered around mean values. This means that the data set has a lower variation and is more consistent. The coefficient of variation is also lower than 1, which denotes lower variation in a data set. In comparison, the respective values of the coefficient of variation rank are 1 and more than 1, indicating higher dispersion across mean values.

The study further investigated the factors that positively influence employee performance and operational engagement at the task level. These factors include job characteristics, feedback and autonomy, and career development policies. Skill identification is also an essential factor to consider while distributing tasks. Task distribution can enhance team-based productivity by allocating responsibilities effectively among employees in organizations. Constructive feedback is vital for managers to obtain relative perspectives of workers that would assist in implementing strategies within operational domains. Based on quantitative responses, it is evident that task level has a significant impact on employee engagement within organizational activities and on staff performance rate.

In addition to the task level, other factors, such as interpersonal level, vigor element, dedication, and employee retention, also play a critical role in boosting employee engagement. With team-based activities, sustainable operational relationships are maintained among group members, which minimizes conflicts between employees. Participants' responses clearly outline that workplace relationships and social and organizational climate significantly impact staff engagement and their productivity rate. Responses based on the vigor element describe that self-determination and self-dedication positively boost employee morale and organizational productivity. Moreover, employee retention depends on professional aspirations and a healthier working environment that lowers employee turnover within complex structured organizations.

 Results of the quantitative analysis demonstrates corresponding relationship between each independent and dependent variables of the study. Section of quantitative findings and discussion presented an overview regarding results about each of the hypothesis statement considered in the investigation. Based on results shown in the table of hypothesis testing illustrate that there is a significant relationship between participative leadership approach and employee performance for staff in Speciality Chemical Industry. It denotes that employees working in DU Pont, Evonik, BASF, Dow Chemical prioritize participative leadership practices as resourceful technique that supports them within tasks.

 Further statistical results demonstrate that there is a significant relationship between effective communication and employee performance for staff in Speciality Chemical Industry. It demonstrate that by promoting constructive feedback and two way coordination process enable employees to about their queries/concerns that they encounter while performing complex phased tasks. Additionally results of the significance demonstrate that there is a significant relationship between team based working and employee performance for staff in Speciality Chemical Industry. Thence it denotes that employees whom are working in chemical companies such as i.e. DU Pont, Evonik, BASF, Dow Chemical etc. prioritize to perform tasks in group formation that assist them in improving their performance.

 The study primarily focuses on the qualitative responses collected through interview sessions, which shed light on the significance of employee engagement as a significant contributing factor towards organizational success. The findings of the study suggest that several influential factors influence employee engagement, including cultural diversity, employment benefits, employment policies, online, operational processes, team/group-based tasks, the role of training, effective communication, group/team meetings, orientation sessions, social coordination, and team-based performance.

 While measuring these factors that contribute to motivating and retaining employees across the chemical industry, the researcher is able to relate the concept of two factors of motivation presented in Hertzberg theory based on elements identified within the qualitative and quantitative discussion that are, i.e. cultural diversity, employment benefits, employment policies, team-based tasks, the role of training, effective communication, group meetings, orientation sessions, workplace coordination, managerial support etc. These factors elaborate on the effectiveness of motivators and hygiene that chemical corporations should require to execute with the objective of bringing improvement within individual performance margin, minimising turnover rate, and retaining staff within an operational setting. Hygiene factors have been prominently measured and contribute towards raising motivation margins among employees. Hygiene factors include employment policies, cultural diversity, team-based tasks, group meetings, etc. Additionally, motivational factors are presented in the findings and discussion that enable the chemical industry to retain its workforce by providing sustained employment benefits, integration of training and orientation, effective communication, managerial support, and workplace coordination.

The qualitative results of the study highlight the importance of promoting cultural diversity within organizations, which can significantly enhance the working relationships among team members. Moreover, the study suggests that organizations that recruit a diversified group of employees, including locals and expatriates, tend to have a higher operational productivity margin, as they can leverage the expertise and skills of a diverse workforce.

Furthermore, the study emphasizes the importance of offering efficient employment benefits, such as financial compensation and medical allowances, to increase labor satisfaction. It highlights that financial remuneration is a primary concern among employees, and it can boost employee morale to perform operational tasks consistently.

The study also suggests that employment policies significantly impact employee motivation and satisfaction, including fringe benefits, bonuses/incentives, and annual leaves. The lack of employment benefits in some organizations has led to a higher employee turnover rate, reducing employee dedication and job commitment ratio.

The study further highlights employees' challenges during pandemics, including the transformation to an online operational phase, which can lead to working complications, reducing employee confidence and consistency. The role of training and orientation is critical to raise digital awareness among staff members, which can improve operational performance.

The study concludes that group-based tasks and team meetings enhance labor productivity, as employees can present their perspectives and minimize operational complications. Effective communication and social coordination also help reduce team members' concerns and improve social harmony.

The abovementioned factors are crucial in retaining organizational employees and significantly impact labor satisfaction and engagement within operational tasks. These factors also play a significant role in achieving expected productivity margins. The qualitative and quantitative results obtained in the study justify the research objectives and fulfill the rationale of conducting the study on the role of employee engagement, its impact on drivers towards employee performance, and its effect on turnover and retention rate.

## Mitigating Strategies

 Organizations must invest in their employees' development in today's competitive business environment. Training and development programs can help employees enhance their skills and knowledge, leading to improved performance. By providing operational guidance and organizing training sessions, managers can help employees develop the skills they need to succeed in their roles, leading to increased engagement and productivity.

 Moreover, team-based tasks can further improve employee productivity. Workers collaborating and working together can accomplish objectives more efficiently and effectively. This is because collective efficiencies enable workers to share ideas, information, and best practices, leading to better decision-making and problem-solving.

 Managers can organize team meetings and group discussions to ensure that team tasks are successful. This helps identify operational challenges faced by staff when performing collectively. By addressing these challenges and providing solutions, managers can help employees work more effectively and efficiently, ultimately leading to better outcomes.

 Training and development programs, team-based tasks, and effective communication and collaboration can help organizations achieve their goals while enhancing employee satisfaction and engagement.

## Recommendations

To address the challenges Evonik Gulf FZE faces daily, the management can implement tailored recommendations that meet their specific needs and requirements. These suggestions aim to provide a comprehensive yet viable solution to their operational challenges and can assist them in streamlining their processes, boosting productivity, and enhancing overall efficiency.

* Incorporating digital technology into the workflow can significantly alleviate the overwhelming workload that staff members often encounter during the operational phase. By automating repetitive tasks and streamlining processes, digital solutions can reduce employee burden and improve overall efficiency.
* Improving operational productivity by initiating training and orientation sessions to help operational managers enhance skills, employee engagement, and technological knowledge delivery. These sessions provide a platform for managers to learn and develop new skills, understand their team's strengths and weaknesses, and implement new strategies to improve productivity. Managers can create a motivated workforce driven to achieve their goals by focusing on individual employee engagement. Additionally, by providing technological knowledge, managers can help their team stay up-to-date with the latest tools and technologies, improving performance and efficiency. By investing in training and orientation sessions, organizations can significantly enhance their operational productivity and achieve their business objectives.
* Implementing innovative employment policies can improve working conditions and retain employees within Evonik Gulf FZE. These policies can be designed to increase the ratio of employee benefits, which in turn can boost employee satisfaction and reduce the turnover rate. By offering attractive benefits packages like health insurance, retirement plans, and flexible working hours, Evonik Gulf FZE can create a positive work culture that promotes employee well-being and job satisfaction.

## Rationale of the study

The rationale for conducting this investigation is to measure relevant factors that chemical companies should consider when managing their workforce performance margin. Additionally, to reduce employee turnover margin, organizational factors that contribute have been discussed in the investigation. Research has its significance as employee motivation is a primary factor that firms consider and emphasize, and it requires a sustained focus on exploring factors that help reduce turnover margin across the chemical industry. Measuring elements that support employees while improving their performance and raising their interest in contributing towards organizational tasks have been elaborated by conducting qualitative and quantitative investigations. This research study has been specifically conducted to measure how firms within the chemical sector would manage motivation among their staff. The study would present practical guidelines based on theoretical findings regarding employment policies and organizational values that firms should consider for managing staff retention and in maintaining a lower turnover rate among the workforce performing in the chemical industry.

## Future Implications

The results obtained from both quantitative and qualitative analyses provide a comprehensive understanding of the factors that significantly impact employee satisfaction and engagement within firms. These findings can assist policymakers and future researchers in developing policies and conducting research to improve the overall well-being of employees in these organizations.

Additionally, the study highlights the importance of employee retention policies that companies need to implement to reduce labor turnover rates. The research provides insights into the best practices for retaining employees and emphasizes the need for companies to focus on sustainable employment policies that maintain a positive work environment.

Operational managers will benefit from the study's findings as they will receive valuable guidance on improving organizational procedures while ensuring sustainable employment policies. The study provides operational managers with insights into the factors necessary to enhance employee motivation and improve staff satisfaction in the workplace.

Furthermore, the research proposes strategic guidelines for management to develop employee retention strategies that are effective and sustainable. These guidelines provide a framework for operational managers in small and medium-sized enterprises to develop strategies that focus on employee retention, thus increasing the organization's overall productivity. Lastly, the study provides valuable insights into the factors influencing employee satisfaction and engagement within firms and the importance of employee retention policies. The research's findings can help policymakers and operational managers develop effective strategies that promote employee well-being, increase retention rates, and enhance organizational productivity.

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# APPENDIX 1

## Questionnaire

**Demographic factors**

1. Gender
* Male
* Female
1. Employment position
* Senior manager
* Manager
* Non-management

*Independent variables*

***Supportive working environment***

1. Rather a supportive workplace environment enables you to perform effectively towards organizational goals?
* Strongly agree
* Agree
* Neutral
* Disagree
* Strongly disagree

1. Are you able to improve your productivity rate while working within a cooperative workplace culture?
* Strongly agree
* Agree
* Neutral
* Disagree
* Strongly disagree
1. Are you satisfied with working environment provided by chemical company in which you are currently working with i.e. Du Pont, BASF, Dow Chemical etc.?
* Yes
* No

***Participative leadership approach***

1. Would supportive leadership dimensions help in improving your performance as an employee while working in a chemical company?
* Strongly agree
* Agree
* Neutral
* Disagree
* Strongly disagree
1. Are you satisfied with the participative leadership approach practised by managers at your organization?
* Yes
* No

***Effective communication***

1. Rather, constructive feedback supports you to share your viewpoints/perspectives with your operational managers regarding workplace challenges?
* Strongly agree
* Agree
* Neutral
* Disagree
* Strongly disagree
1. Do with two-way communication increased workplace satisfaction could be measured among employees?
* Strongly agree
* Agree
* Neutral
* Disagree
* Strongly disagree

***Team-based working***

1. Rather, would working in a team-based setting improve your productivity and assist you in performing group-phased tasks?
* Strongly agree
* Agree
* Neutral
* Disagree
* Strongly disagree
1. Rather your chemical company supports cultural diversity for encouraging workers to perform within collaborative workplace culture?
* Strongly agree
* Agree
* Neutral
* Disagree
* Strongly disagree

*Dependent variable*

***Employee performance***

1. Rather, with the implication of training assist you in improving your productivity ratio?
* Strongly agree
* Agree
* Neutral
* Disagree
* Strongly disagree
1. Could, with a cooperative learning environment, a higher retention rate be measured among employees in a workplace setting?
* Strongly agree
* Agree
* Neutral
* Disagree
* Strongly disagree
1. Are chemical companies able to reduce staff turnover margin while supporting equivalent employee involvement across organisational settings?
* Strongly agree
* Agree
* Neutral
* Disagree
* Strongly disagree

#

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## Interview transcript with Questions mentioned.

## Interview Questions

Q:1 Which employment policies have been practised by your Speciality Chemical Industry within their operational phase?

Q:2 How many employees are satisfied while working in your industry?

Q:3 Which employment benefits are provided by the company to its employees?

Q:4 Which strategies have been practised by your industry to retain its employees during pandemics?

Q:5 Rather, employee training and development encourage workers to perform with dedication towards organizational goals?

Q:6 Do strategic decisions undertaken by operational management motivate employees to perform their job responsibilities?

Q:7 How effective would be team meetings and guidance provided by supervisors to subordinates while completing assigned tasks?

Q:8 How much do you think financial benefits would be efficient in retaining employees within organizations?

Q:9 Rather, promoting cultural diversity would be beneficial for organizational growth and to lower employee turnover rate within companies?

Q:10 Do teamwork and group-based performance encourage employees to contribute towards organizational goals?

# APPENDIX 2

## Responses of the participants

**Q:1 Which employment policies have been practised by your Speciality Chemical Industry within their operational phase?**

Respondent:1

*As an employee working in Evonik Gulf FZE for the last five years, various employment policies have been practised to accommodate the workforce in the company. Health and safety policy has been practised to ensure well-being among workers.*

Respondent:2

*I have observed that their pay-scale policy is accurate and describes how well they have contributed towards their employees.*

Respondent:3

*As an expatriate, I have observed that their non-discrimination policy promotes cultural diversity and is a major factor in increasing employee retention rates.*

Respondent:4

*While serving as an experienced employee, I have learned how to remain punctual based on the attendance policy practised by Evonik. It raises encouragement and dedication to perform towards organizational goals.*

Respondent:5

*I have availed of fringe benefits offered by Evonik while working in the company as being essential employment benefits outlined within the employee policy structure contribute to satisfying employees.*

Respondent:6

*Training-related policies encourage team-based participation and motivate workers to contribute individually as well as collectively in groups.*

Respondent:7

*Disciplinary and grievance policies are structured within Evonik to ensure ethical responsibilities and to improve social interaction among the workforce.*

Respondent:8

*As a female employee, I was offered maternity leave when I was pregnant. It indicates how Evonik has been performing to contribute towards the health and well-being of its workers.*

Respondent:9

*Policies practised in Evonik to promote cultural diversity encourage and motivate workers to communicate socially with people who speak different languages or who have various dialects.*

Respondent:10

*Employee hiring policy is performed irrespective of discrimination as equal opportunities are provided to the workforce from different cultural backgrounds.*

Respondent:11

*BASF encourages flexibility, fair opportunity, and safety.*

Respondent:12

*Dow Chemical enforces sustainability-focused policies, equal employment opportunities, and flexible work arrangements*

Respondent:13

*At DuPont, safety-first policies, equitable opportunities, and creative work practices are prioritised.*

**Q:2 How many employees are satisfied while working in your industry?**

Respondent:1

*I am quite satisfied while working in Evonik due to the cooperative policies and supportive environment.*

Respondent:2

*While working for the last six years, I have experienced employment benefits at various designations.*

Respondent:3

*I have experienced that employees are quite satisfied while working in Evonik due to the employment benefits offered by the company.*

Respondent:4

*Evonik supports newly hired workers by encouraging them to participate in team-based activities and group-based tasks.*

Respondent:5

*Employee satisfaction depends on how well organizations contribute towards employee motivation as organizational benefits support workers to perform.*

Respondent:6

*The existing employment policies offered by Evonik are quite satisfactory and encourage workers to perform and contribute towards organizational goals.*

Respondent:7

*I was working in Evonik for 2 months, and I observed that employment benefits offered to employees motivate newly hired workers at specific designations.*

Respondent:8

*Evonik is one of the well-reputed organizations that promotes workers at various designations to perform. Therefore, to work in a company is a good experience for me.*

Respondent:9

*Employment policies favoured by Evonik are satisfactory and encourage employees to perform organizational tasks.*

Respondent:10

*Employee satisfaction depends on remuneration packages offered to workers that are determined to be the primary factor towards employee motivation.*

Respondent:11

*Work-life balance and development programs satisfy 80% of employees.*

Respondent:12

*Career progression and collaboration satisfy 85% of workers.*

Respondent:13

*Career growth and a pleasant workplace boost employee satisfaction to 75%.*

**Q:3 Which employment benefits are provided by the company to its employees?**

Respondent:1

*Financial remuneration, fringe benefits, etc., are essential employment benefits that are provided to workers.*

Respondent:2

*I have availed medical benefits offered by Evonik towards its employees.*

Respondent:3

*A flexible working schedule enables employees to perform conveniently at their respective designations as Evonik assist their workers to perform continuously based on working policy.*

Respondent:4

*Financial benefits, including bonuses/incentives, etc., contribute majorly towards employee satisfaction rate.*

Respondent:5

*Retirement benefits are offered to employees who serve for longer durations within the company.*

Respondent:6

*Promotion at higher designations allows workers to perform consistently as it encourages employees to contribute to specific job designations.*

Respondent:7

*Health care benefits offered by Evonik include sick leaves that are provided to workers to ensure their well-being.*

Respondent:8

*Maternity leaves are provided to women who are pregnant as it motivates female staff members to work within the company.*

Respondent:9

*I have availed financial benefits offered by the company while working for the last two years.*

Respondent:10

*Evonik offers medical allowance to their employees in case of illness.*

Respondent:11

*Our benefits include health insurance, retirement plans, performance bonuses and parental leave.*

Respondent:12

*Health, pension, stock options, and education reimbursements are benefits.*

Respondent:13

*We get performance bonuses, retirement plans, and extensive health benefits.*

**Q:4** **Which strategies have been practised by your chemical organisation to retain its employees during pandemics?**

Respondent:1

*Companies have raised financial incentives to retain workers during pandemics.*

Respondent:2

*Evonik improved employment benefits to facilitate their workers at various designations during the COVID-19 outbreak to lower the employee turnover rate.*

Respondent:3

*Many of the operations were transferred to online processes to deliver convenience to the workforce.*

Respondent:4

*By encouraging employees to be promoted to higher designations, Evonik facilitates its workers by improving their morale and dedication to perform during pandemics.*

Respondent:5

*Companies have adopted digital technological patterns to facilitate their workers to perform conveniently during pandemics through which operational efficiencies have been consistently delivered by workers.*

Respondent:6

*By encouraging team-based activities, employee morale has been improved during pandemics.*

Respondent:7

*Promoting cultural diversity has been prioritized by Evonik during the COVID-19 outbreak to ensure that local and expatriate workers will perform collectively.*

Respondent:8

*By conducting team meetings, queries and concerns for employees are managed by operational managers to enhance their productivity rate.*

Respondent:9

*While working as an employee, I was motivated by employment policies offered by Evonik to its workers during pandemics.*

Respondent:10

*Evonik invested in online training and development sessions for employees to deliver timely guidance to staff members.*

Respondent:11

*During the pandemic, BASF developed remote work policies and mental health assistance.*

Respondent:12

*Dow offered remote working and well-being support during the epidemic.*

Respondent:13

*DuPont offered remote work and mental health assistance to employees during the epidemic.*

**Q:5 Rather, employee training and development encourage workers to perform with dedication towards organizational goals?**

Respondent:1

*Training assists workers in performing specific tasks assigned by operational managers.*

Respondent:2

*Organizations invest in employee training to encourage their workers to resolve their queries and to gain efficient skills while working at various designations.*

Respondent:3

*During pandemics, companies have adopted online digital training procedures to motivate their workers to perform at specific designations.*

Respondent:4

*Training sessions allow workers to interact in a timely manner and maintain effective coordination between employees and managers.*

Respondent:5

*It is the strategic responsibility of operational and human resource managers to conduct training classes to determine the performance of employees individually.*

Respondent:6

*To ensure constructive feedback, training and orientation are essential phases to improve employee performance.*

Respondent:7

*Training allows workers to interact and communicate with a diversified group of employees and improve social collaboration between workers.*

Respondent:8

*Organizations are able to improve employee performance in parallel with strategic goals to attain organizational growth.*

Respondent:9

*Employee productivity depends on how well workers have been trained through orientation sessions within companies.*

Respondent:10

*Multi-national corporations invest huge amounts of spending to conduct training sessions to boost employee morale and to strategically guide them towards their respective job responsibilities.*

Respondent:11

*Training programs motivate and link personnel with corporate goals.*

Respondent:12

*Development programs help us meet organisational goals and boost productivity.*

Respondent:13

*Training improves our talents and inspires organisational success.*

**Q:6 Do strategic decisions undertaken by operational management motivate employees to perform their job responsibilities?**

Respondent:1

*Strategic decisions executed by operational managers assist workers in performing certain tasks.*

Respondent:2

*Operational guidance provided by supervisors allows subordinates to accomplish assigned milestones within the allocated time scale.*

Respondent:3

*To enhance team motivation and individual satisfaction, operational managers contribute majorly in guiding workers towards organizational goals.*

Respondent:4

*Participative leadership practices performed by operational managers enable workers to get assistance related to complications while working towards daily activities.*

Respondent:5

*Constructive feedback provided by employees enables managers to ensure operational decisions.*

Respondent:6

*With effective communication, managers are able to determine the concerns of workers based on which effective strategies would be practised.*

Respondent:7

*To motivate the workforce, operational managers encourage diversified groups of employees to perform collectively within teams.*

Respondent:8

*To resolve conflicts between workforce managers execute team-based activities to enhance employee morale.*

Respondent:9

*A newly hired workforce is strategically supported by operational managers while working at specific designations.*

Respondent:10

*To enhance team performance, timely involvement from managers is needed who are able to encourage workers to perform tasks with dedication.*

Respondent:11

*Strategic decisions, especially sustainability ones, drive organisational goals.*

Respondent:12

*Operational choices, particularly around innovation and sustainability, have motivated employees.*

Respondent:13

*Digital transformation decisions enhance work performance confidence.*

**Q:7 How effective would be team meetings and guidance provided by supervisors to subordinates while completing assigned tasks?**

Respondent:1

*To conduct team meetings would be essential for newly hired workers to perform at specific job designations.*

Respondent:2

*To resolve queries, group discussions are adequate, through which employees are encouraged to perform organizational tasks.*

Respondent:3

*To handle disputes between co-workers, team meetings allow operational managers to coordinate with employees to resolve their concerns.*

Respondent:4

*Newly hired workers would get assistance from experienced operational managers about how to tackle complications that arise while performing tasks.*

Respondent:5

*For group-based tasks, team meetings would be essential as they allow employees to share their viewpoints and enable managers to represent their perspectives.*

Respondent:6

*Organizations encourage team meetings to improve employee performance and resolve their operational concerns, as it allows them to contribute effectively.*

Respondent:7

*Organizations in which employee turnover rate rises, managers are needed to execute group meetings to identify employee priorities based on which employee retention would be increased.*

Respondent:8

*To improve cultural diversity, team meetings would allow managers to enhance employee communication and social interaction.*

Respondent:9

*Small and medium enterprises prefer to conduct team-based meetings to determine employee perspectives that would assist managers while undertaking operational decisions.*

Respondent:10

*By encouraging group-based sessions, newly hired employees are encouraged to provide their perspectives that would assist during team-based tasks.*

Respondent:11

*Team meetings work; supervisors provide helpful feedback to complete tasks.*

Respondent:12

*Supervisor meetings guide work and ensure alignment with goals.*

Respondent:13

*Supervisor advice and team meetings foster communication and task accomplishment.*

**Q:8 How much do you think financial benefits would be efficient in retaining employees within organizations?**

Respondent:1

*Financial incentives provided by organizations are a primary concern for a majority of employees while working at specific job designations.*

Respondent:2

*Employee motivation is majorly dependent on financial remuneration offered by companies to retain their workforce.*

Respondent:3

*Companies emphasize reducing employee turnover rates by improving employee incentives.*

Respondent:4

*Remuneration offered by organizations is an essential element of employment policy structure that allows managers to motivate their workers.*

Respondent:5

*Employees who are highly paid are satisfied to perform tasks assigned on a daily basis.*

Respondent:6

*Workers search for financial benefits offered by organizations while seeking employment opportunities.*

Respondent:7

*In my opinion, employees prefer financial remuneration provided by companies at specific job designations.*

Respondent:8

*I prioritize financial remuneration while working in organizations.*

Respondent:9

*Many of the employees seek other employment benefits apart from financial remuneration.*

Respondent:10

*Human resource managers offer remuneration packages while hiring employees during interview sessions that motivate workers to work with organizations.*

Respondent:11

*Financial benefits like bonuses are critical for retention, but so is work happiness.*

Respondent:12

*Financial incentives assist, but professional progress and stability affect retention.*

Respondent:13

*Financial incentives help retain employees, but recognition and progress are too.*

**Q:9 Rather, promoting cultural diversity would be beneficial for organizational growth and minimising employee turnover rate within companies?**

Respondent:1

*Promoting cultural diversity would allow workers to perform collectively to achieve organizational goals.*

Respondent:2

*Multinational organizations promote cultural diversity as an efficient element towards operational growth.*

Respondent:3

*By encouraging a diversified workforce, organizational conflicts are minimized among team members.*

Respondent:4

*To minimize communication gaps, organizations promote training and orientation sessions to improve employee bonding.*

Respondent:5

*Organizations hire locals and expatriates with certain expertise and skills to enhance cultural diversity.*

Respondent:6

*Employees are able to perform effectively by promoting cultural diversity, as by aligning tasks in groups, they enable workers to assist their co-employees.*

Respondent:7

*By promoting cultural diversity, social bonding and interaction among workers would be improved, which would be essential for organizational growth.*

Respondent:8

*By conducting team meetings, operational managers are able to resolve queries among a diversified workforce through which organizational productivity would be raised.*

Respondent:9

*By conducting orientation sessions, employees who belong to different cultural backgrounds are familiarized with each other.*

Respondent:10

*In my opinion, organizations that promote cultural diversity are able to enhance operational growth.*

Respondent:11

*Cultural diversity promotes creativity and minimises turnover through inclusive practices.*

Respondent:12

*By establishing an inclusive workplace, diversity promotes corporate culture and reduces turnover.*

Respondent:13

*By encouraging inclusion, diversity enhances the workforce and lowers turnover.*

**Q:10 Do teamwork and group-based performance encourage employees to contribute towards organizational goals?**

Respondent:1

*Team-based performance encourages and motivates workers towards organizational goals.*

Respondent:2

*To resolve queries and concerns for workers, group-based tasks allow employees to contribute collectively.*

Respondent:3

*Employees are able to assist their team members while organized in group-based activities that encourage workers to attain organizational goals.*

Respondent:4

*By promoting team-based activities, employees are encouraged to be involved in providing constructive feedback through which operational concerns would be resolved.*

Respondent:5

*Employees can deliver their productivity individually while working with other group members on team-based tasks.*

Respondent:6

*In my point of view, organizations need to encourage team-based activities to boost employee morale and confidence.*

Respondent:7

*By grouping experienced workers and newly hired employees, organizations are able to attain operational productivity.*

Respondent:8

*By organizing team-based tasks, operational supervisors are able to guide and motivate workers to perform towards operational goals.*

Respondent:9

*To reduce conflicts among workers, group-based activities enable operational managers to enhance employee interaction with other group members.*

Respondent:10

*Multi-national corporations encourage workers to perform in teams/groups to attain operational milestones within the allocated timescale.*

Respondent:11

*Teamwork motivates us to attain organisational goals.*

Respondent:12

*Collaborative cooperation promotes shared accountability and organisational success.*

Respondent:13

*DuPont cultures promote teamwork and shared goals.*

# Appendix 3

## Thematic coding

|  |  |
| --- | --- |
| **Quotations** | **Themes** |
| I have observed that their non-discrimination policy promotes cultural diversity and is a major factor in increasing employee retention rates.  | Cultural diversity |
| I observed that employment benefits offered to employees motivate newly hired workers at specific designations.  | Employment benefits |
| Employment policies favoured by Evonik are satisfactory and encourage employees to perform organizational tasks. | Employment policies |
| Workers search for financial benefits offered by organizations while seeking employment opportunities.  | Financial benefits |
| I have availed medical benefits offered by Evonik towards its employees.  | Medical benefits |
| Companies have adopted digital technological patterns to facilitate their workers to perform conveniently during pandemics  | Online operational process |
| By encouraging team-based activities, employee morale has been improved during pandemics.  | Team/group based tasks |
| Training sessions allow workers to interact in a timely interact and maintain effective coordination between employees and managers.  | Training improves coordination |
| With effective communication, managers are able to determine the concerns of workers based on which effective strategies would be practised.  | Effective communication |
| Operational guidance provided by supervisors allows subordinates to accomplish assigned milestones within the allocated time scale.  | Operational guidance |
| To resolve queries, group discussions are adequate, through which employees are encouraged to perform organizational tasks.  | Group discussions/Team meetings |
| By conducting orientation sessions, employees who belong to different cultural backgrounds are familiarized with each other. | Orientation sessions |
| Employees are able to perform effectively by promoting cultural diversity, as by aligning tasks in groups, they enable workers to assist their co-employees. | Social coordination  |
| Team-based performance encourages and motivates workers towards organizational goals. | Team/group based performance |