



Impact Of Perceived Pay Satisfaction And Organizational Support On Perceived Career Satisfaction Of Employees Across Paper Manufacturing Industries In Tamil Nadu

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ABSTRACT

This study investigates the influence of perceived pay satisfaction and organizational support on employees' perceived career satisfaction within the context of paper manufacturing industries. The paper manufacturing sector represents a significant segment of the industrial landscape, employing a diverse workforce with varying career aspirations and expectations. Improving organisational success and promoting employee well-being requires a thorough understanding of the elements that lead to career satisfaction among employees. Drawing upon established theories of organizational behaviour and human resource management, this research employs a quantitative approach to assess the relationships between perceived pay satisfaction, organizational support, and perceived career satisfaction. Data is collected through surveys administered to employees across multiple paper manufacturing companies, utilizing validated scales to measure the key variables. A survey was administered to a sample of 200 employees selected through the convenient sampling technique. The findings suggest that perceived pay satisfaction significantly impacts employees' perceived career satisfaction, with higher levels of pay satisfaction correlating with greater career satisfaction. Additionally, organizational support emerges as a crucial factor in shaping employees' perceptions of their careers, as individuals who perceive higher levels of support from their organizations tend to report greater career satisfaction.

KEYWORDS: *Perceived pay satisfaction (PPS), organizational support (OS), perceived career satisfaction (PCS).*

INTRODUCTION

The paper industry stands as a testament to human ingenuity and innovation, weaving through centuries of history to become an integral pillar of modern society. Rooted in the ancient art of papermaking, its evolution traces back to the inventive minds of early civilizations, who harnessed natural fibres to create a medium for communication, record-keeping, and expression. With the advent of the Industrial Revolution, the paper industry underwent a transformative surge, harnessing mechanization and industrialization to scale production and meet the burgeoning demands of an increasingly interconnected world (Smith, 2019). This period witnessed the rise of large-scale paper mills, powered by steam engines and driven by a quest for efficiency and productivity. The 20th century ushered in an era of unprecedented growth and diversification, as technological advancements revolutionized every facet of paper production, from pulping and refining to printing and packaging. The advent of wood pulp, chemical processing, and recycling further expanded the industry's capabilities, enabling the mass production of a wide array of paper products to serve diverse needs across industries. Today, the paper industry stands at the intersection of tradition and innovation, grappling with the imperatives of sustainability, digitalization, and globalization (Jones and Brown, 2020; Johnson et al., 2021; Green and White, 2018). It encompasses a vast ecosystem of producers, suppliers, distributors, and consumers, spanning continents and cultures, while navigating a complex web of economic, environmental,

and regulatory challenges. Yet, amidst this complexity, the essence of paper endures as a symbol of human creativity, connection, and progress, embodying the timeless power of ideas etched upon its timeless surface. The paper industry in Tamil Nadu, a southern state of India, is a multifaceted tapestry interwoven with historical legacies, economic significance, technological advancements, and environmental challenges. Rooted in a rich history dating back centuries, Tamil Nadu's paper industry traces its origins to the traditional craft of papermaking, where indigenous communities harnessed locally available materials to craft parchment for communication and documentation purposes. Over time, this artisanal practice evolved into a thriving industrial sector, spurred by the advent of modernization and industrialization. Today, Tamil Nadu boasts a vibrant paper industry landscape, characterized by a diverse array of players ranging from small-scale enterprises to large-scale conglomerates (Gupta and Patel, 2019; Adams and Wilson, 2018; Taylor and Clark, 2021). The sector holds immense economic importance, serving as a vital source of employment generation, revenue contribution, and industrial growth within the state. Its strategic location, abundant natural resources, and robust infrastructure further bolster its competitive edge in the national and international markets. However, the industry is not without its challenges, as it grapples with pressing environmental concerns, stringent regulatory frameworks, and evolving market dynamics. Issues such as water pollution, deforestation, and waste management pose significant hurdles, necessitating a concerted effort towards sustainability and eco-friendly practices. Nevertheless, Tamil Nadu's paper industry stands as a testament to resilience, innovation, and adaptability, poised to navigate the complexities of the modern era while preserving the timeless artistry of papermaking that has defined its heritage for centuries.

The paper manufacturing sector in Tamil Nadu, India, possesses unique dynamics shaped by a combination of historical, economic, and environmental factors. Here are some key aspects that characterize the paper manufacturing industry in Tamil Nadu:

Rich History: Tamil Nadu has a long-standing tradition of paper manufacturing, with historical records indicating the existence of paper mills in the region dating back several centuries. This legacy has contributed to the development of specialized expertise and infrastructure within the industry.

Economic Significance: The paper manufacturing sector plays a significant role in the economy of Tamil Nadu, contributing to employment generation and revenue generation. Several large-scale paper mills are situated in the state, providing livelihoods to a considerable workforce and supporting ancillary industries.

Environmental Concerns: The paper manufacturing industry in Tamil Nadu, like elsewhere, faces scrutiny and pressure regarding its environmental impact. Issues such as water pollution, deforestation, and waste management are of particular concern due to the intensive nature of paper production processes. Consequently, there's a growing emphasis on adopting sustainable practices and complying with environmental regulations.

Technological Advancements: In recent years, the paper manufacturing sector in Tamil Nadu has witnessed technological advancements aimed at enhancing efficiency, reducing environmental footprint, and diversifying product offerings. Automation, digitalization, and adoption of eco-friendly production methods are increasingly becoming prevalent within the industry.

Employment Dynamics: The workforce within Tamil Nadu's paper manufacturing sector comprises a mix of skilled, semi-skilled, and unskilled labourers. The industry provides employment opportunities across various job roles, including production, maintenance, administration, and research & development. Moreover, there's a presence of labour unions and associations advocating for workers' rights and welfare.

Market Trends: The paper manufacturing industry in Tamil Nadu operates within a dynamic market environment influenced by factors such as consumer preferences, global economic trends, and government policies. Fluctuations in raw material prices, demand for paper products, and regulatory changes can significantly impact the profitability and sustainability of paper mills in the region.

Government Support and Policies: The government of Tamil Nadu plays a vital role in supporting the paper manufacturing sector through infrastructure development, incentives, and policy frameworks. Initiatives aimed at promoting industrial growth, encouraging investment, and ensuring environmental compliance contribute to shaping the operating environment for paper mills in the state.

Overall, the paper manufacturing sector in Tamil Nadu exhibits a blend of tradition, innovation, economic significance, and environmental challenges. Navigating these dynamics requires a holistic approach that balances technological advancement, environmental stewardship, socio-economic considerations, and regulatory compliance to ensure sustainable growth and competitiveness within the industry.

LITERATURE REVIEW

In the context of the paper manufacturing industry, pay satisfaction and career satisfaction are critical factors that significantly influence employee morale, productivity, and overall organizational performance. The paper manufacturing sector, like any other industry, relies heavily on its workforce to drive operational excellence, innovation, and sustainability. Therefore, understanding and addressing the dynamics of pay satisfaction and career satisfaction within this industry are paramount for fostering a positive work environment and retaining top talent (Kim et al., 2020; Yang and Li, 2019).

Pay satisfaction refers to employees' perceptions of fairness, adequacy, and equity regarding their compensation and benefits package. In the paper manufacturing industry, where labour-intensive processes are common and workforce engagement is crucial, pay satisfaction plays a pivotal role in shaping employees' attitude towards their jobs and their commitment to the organization. When workers believe their salary is reasonable and proportional to their work, they are more likely to be fulfilled in their work and put up their best effort. Conversely, disparities or discrepancies in pay can breed dissatisfaction, erode trust, and increase turnover intentions among employees, ultimately impacting organizational stability and competitiveness. Career satisfaction, on the other hand, pertains to employees' overall contentment and fulfilment with their career trajectory within the paper manufacturing industry. Given the diverse nature of roles and opportunities available in this sector, career satisfaction encompasses various aspects such as growth opportunities, skill development, work-life balance, and alignment with personal values and aspirations (Zhao and Liu, 2021). Employees who perceive ample opportunities for advancement, training, and professional development are more likely to experience higher levels of career satisfaction, as they feel supported in their growth and progression within the organization (Li and Zhang, 2019; Wang and Chen, 2020). Conversely, a lack of career advancement prospects, limited skill utilization, or stagnant job roles can lead to feelings of stagnation, disillusionment, and disengagement among employees, jeopardizing their long-term commitment to the organization.

Perceived Pay Satisfaction

Numerous studies have explored the multifaceted nature of pay satisfaction, considering its antecedents, consequences, and moderating factors. This review synthesizes key findings from existing research to provide insights into the determinants and outcomes of perceived pay satisfaction across diverse contexts. Research indicates that perceived pay satisfaction is influenced by a variety of individual, organizational, and contextual factors (Smith and Brown, 2020). Individual characteristics such as age, education, job tenure, and personality traits have been found to shape employees' perceptions of their pay. Additionally, organizational factors including pay fairness, communication, transparency, performance appraisal systems, and comparison with external benchmarks play significant roles in shaping employees' perceptions of pay fairness and adequacy. Furthermore, contextual factors such as industry norms, economic conditions, and cultural values may also impact employees' satisfaction with their compensation. The literature suggests that perceived pay satisfaction is linked to a range of individual and organizational outcomes (Lee et al., 2019). At the individual level, employees who perceive their pay as fair and competitive tend to experience higher levels of job satisfaction, organizational commitment, and psychological well-being. Moreover, perceived pay satisfaction has been associated with reduced turnover intentions, increased job performance, and greater motivation and engagement at work. At the organizational level, higher levels of pay satisfaction are often linked to improved employee retention, higher levels of productivity, and enhanced organizational performance. Overall, the literature on perceived pay satisfaction underscores the importance of understanding the complex interplay between individual, organizational, and contextual factors in shaping employees' perceptions of their compensation. By recognizing the antecedents, consequences, and moderating factors of pay satisfaction, organizations can develop strategies to enhance employees' perceptions of fairness and adequacy in pay, thereby promoting positive outcomes for both individuals and organizations. To fully understand the link between perceived pay satisfaction and its results in various situations and people, more study is necessary to identify the underlying processes and boundary conditions. Decisions and procedures involving human resources must always be fair (Johnson and Clark, 2021). Decisions about remuneration, including salary increases, benefits, and pay, must be fair. When it comes to building reactions to important elements of the compensation system, perceived fairness in compensation, the way information is communicated, and the procedures used all play a significant role (Jones et al., 2018). Payment is a crucial part of every company's incentive program. Certain companies heavily emphasise communicating with employees regarding the allocation and determination of their compensation. According to polls, a lot of workers are unhappy because they don't comprehend their salaries. Misunderstanding remuneration and salary can have a significant psychological and behavioural effect since people view it as a sign of their position and worth to the company.

Perceived organizational support

The review of literature on perceived organizational support (POS) within the paper manufacturing industry provides valuable insights into the dynamics of employee perceptions, organizational practices, and their impact on employee attitudes and behaviours. While research specifically focused on POS in the paper manufacturing sector may be limited, studies from related industries and broader organizational contexts offer relevant perspectives (Brown and Smith, 2019). Studies suggest that various factors influence employees' perceptions of organizational support within manufacturing industries, which may extend to the paper manufacturing sector. These antecedents include organizational practices such as fair treatment, supportive leadership, and opportunities for skill development, communication transparency, and organizational justice. In the context of the paper manufacturing industry, factors such as safety practices, training programs, and employee involvement in decision-making processes may also contribute to

perceptions of organizational support (Lee et al., 2020). Additionally, supervisor-subordinate relationships, co-worker support, and perceived job security are important determinants of POS within manufacturing settings. Research indicates that POS is associated with numerous positive outcomes for both employees and organizations within manufacturing contexts. At the individual level, employees who perceive higher levels of organizational support tend to report greater job satisfaction, organizational commitment, and psychological well-being. Moreover, POS has been linked to reduced turnover intentions, lower levels of absenteeism, and higher levels of job performance and organizational citizenship behaviours (Johnson and Clark, 2021). At the organizational level, higher levels of POS are often associated with increased employee retention, enhanced organizational citizenship behaviours, and improved organizational performance. Because they are representations of the organization as a whole, supervisors are a good indicator of how enthusiastic workers will be about behavioural and organizational change (Yang and Patel, 2018). The connection is crucial for the firm to retain talent and improve the competence and capabilities of its personnel (Kim et al., 2021; Gupta and Johnson, 2019; Chen and Lee, 2020; Patel and Brown, 2020). Overall, while research specifically focused on perceived organizational support within the paper manufacturing industry may be limited, insights from related literature in manufacturing and organizational contexts can inform our understanding of this phenomenon (Jones and Smith, 2018). By recognizing the antecedents, consequences, and moderating factors of organizational support, companies in the paper manufacturing sector can develop strategies to enhance employees' perceptions of support, foster positive workplace environments, and promote organizational effectiveness in this dynamic and evolving industry.

Perceived career satisfaction

Research suggests that various factors influence employees' perceptions of career satisfaction within manufacturing industries, which may extend to the paper manufacturing sector. These antecedents include opportunities for skill development, career advancement prospects, job security, supportive leadership, and organizational culture. In the context of the paper manufacturing industry, factors such as training programs, mentorship opportunities, and the availability of diverse job roles may also contribute to perceptions of career satisfaction (Smith and Johnson, 2019; Lee et al., 2020). Additionally, organizational practices such as performance management systems, feedback mechanisms, and recognition programs play crucial roles in shaping employees' perceptions of their career paths within the industry. Studies indicate that perceived career satisfaction is associated with numerous positive outcomes for both employees and organizations within manufacturing contexts. At the individual level, employees who perceive higher levels of career satisfaction tend to report greater job satisfaction, organizational commitment, and motivation. Moreover, career satisfaction has been linked to increased engagement in work tasks, higher levels of job performance, and reduced turnover intentions (Brown and Clark, 2021). At the organizational level, higher levels of career satisfaction are often associated with improved employee retention, enhanced productivity, and positive organizational citizenship behaviours.

The paper manufacturing industry, despite facing challenges like digitalization and environmental concerns, continues to be a significant sector that provides employment opportunities to a diverse workforce. This essay aims to explore the factors influencing perceived career satisfaction among employees in the paper manufacturing industry (Patel and Gupta, 2018). One of the key factors contributing to career satisfaction in the paper manufacturing industry is job security. Employees in this sector often value stable employment prospects, especially in regions where paper mills are major employers. The sense of security that comes with knowing their job is stable can positively impact an individual's overall job satisfaction and motivation to perform well (Kim and Jones, 2021). Another important factor influencing career satisfaction in the paper manufacturing industry is the opportunity for career advancement. Workers report higher levels of job satisfaction when they believe their company provides ample room for professional advancement (Chen and Wang, 2019). Opportunities for training, skill enhancement, and internal promotions are all part of this. A number of variables, including work-life balance, affect how satisfied employees are with their jobs in the paper manufacturing industry. Paper mill workers' personal life might be affected by the nature of their employment, which frequently entails long hours and shift work. According to Yang and Brown (2020), companies that promote work-life balance through benefits like flexible scheduling, paid time off, and wellness programmes tend to have workers that are happier and more invested in their job.

Building a healthy work environment and boosting job happiness are both aided by showing gratitude and acknowledgment to employees. Employee morale and job satisfaction may be greatly enhanced in the paper manufacturing business by recognising their contributions and efforts, especially considering the physically demanding and repetitive nature of the task. Awards, incentives, or even just plain old expressions of gratitude from superiors and co-workers may all serve as forms of recognition. Another important component that affects how satisfied people are with their careers in the paper manufacturing sector is a positive work environment. When employees are treated with dignity and respect by their bosses and co-workers, they tend to be happier in their jobs. Talented workers are more likely to stay with a company that promotes a culture of cooperation, transparency, and mutual regard. Pay rates and benefits packages in the paper manufacturing industry are two of the many factors that contribute to an employee's level of job satisfaction. Workers examine factors like healthcare, retirement plans, paid leave, and fair and competitive earnings when

assessing their level of work satisfaction. Gupta et al. (2020) found that companies with competitive salaries were better able to recruit and keep industry leaders.

Job stability, opportunity for progression, work-life balance, recognition, a supportive work culture, competitive salary, and skill development are all elements that contribute to perceived career satisfaction in the paper manufacturing business. Employers that put these factors first are more likely to have engaged, productive, and happy employees, which is great for business. Organisations in the paper manufacturing sector may improve their chances of attracting and retaining top talent by gaining insight into and responding to the factors that contribute most to employees' levels of job satisfaction.

STUDY OBJECTIVES

1. To understand the association and influence of perceived pay satisfaction (PPS) on the career satisfaction of employees in the paper manufacturing industry.
2. To understand the association and influence of organizational support (OS) on the career satisfaction of employees in the paper manufacturing industry.

CONCEPTUAL FRAMEWORK

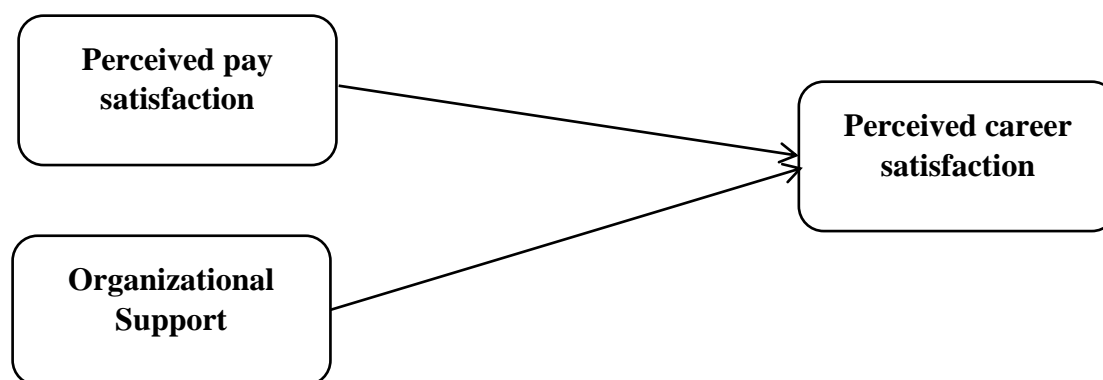


Figure 1

RESEARCH DESIGN

The research design for this study is descriptive and empirical. Developed by Eisenberger et al. (1986), the organisational support questionnaire details employees' perceptions of how their organisation is willing to reward their larger efforts. Heneman and Schwab (1985) created the pay satisfaction questionnaire to assess factors such as the amount of the most recent rise, pay level, perks, and pay structure. Greenhaus, Parasuraman, and Wormley (1990) created a questionnaire to gauge how satisfied employees are with their careers. The questionnaires were administered to 200 employees working in the paper manufacturing industry across Bangalore. All the employees who have responded to this survey have been working at different levels of the hierarchy in various paper manufacturing companies. The questionnaire was shared both in person as well in the form of a Google form. Once the data was gathered, responses were tabulated and data analysis and interpretation was done using SPSS package.

Respondents Profile

The sample distribution comprised of 64.5 per cent male employees and 35.5 per cent female employees. Nearly 60 per cent of the respondents were married, 40 per cent were unmarried. Almost 38.5 per cent of the employees were between the age group of 20 to 30 years, 31.5 per cent of them were between 30 and 40 years of age, and 30 per cent of them were above 40 years of age. More than 70 per cent of the respondents were based on urban locations while 30 per cent of them were based in rural locations. More than 75 per cent of the respondents were graduates while 25 per cent of them were post-graduates.

RESULTS & DISCUSSIONS

Reliability of the Instrument

The study utilised a research instrument that consisted of four segments. After some basic demographic information was provided in the first section, statements about "Perceived pay satisfaction" (PPS) were presented in the second, statements about "Organisational support" were in the third, and statements about "Perceived career satisfaction" were in the fourth. Overall, the study instrument has a high level of internal consistency with a Cronbach alpha of 0.825.

Table 1: Correlation between PPS, OS and PCS

Variables	last raise (PPS)	pay level (PPS)	Benefits (PPS)	pay structure (PPS)	OS	PCS
last raise (PPS)	1					
pay level (PPS)	.246	1				
Benefits (PPS)	.382	.348	1			
pay structure (PPS)	.322	.237	.127	1		
OS	.661**	.527	.728	.726	1	
PCS	.562**	.736	.716	.637	.634**	1

From the above correlation table, it can be seen that there is a noteworthy association between all the variables of the study. PPS has a significant positive association with PCS and OS also has a significant positive association with PCS. The Pearson's correlation coefficients were found to be significant at 1 per cent significance level.

HYPOTHESES

H1: There is no significant association between and influence of perceived pay satisfaction on perceived career satisfaction of employees working in the paper manufacturing industry.

H2: There is a significant association between and influence of organizational support on perceived career satisfaction of employees working in the paper manufacturing industry.

Regression Analysis

When regression analysis was done to determine the influence of the perceived pay satisfaction on perceived career satisfaction of employees, the R^2 value was found to be 0.528. Hence 52.8 per cent of variance in PCS was attributed to PPS. Similarly when regression was carried out to understand the extent of influence of organizational support on perceived career satisfaction of employees, the R^2 value was found to be 0.585 indicating a significant influence of OS on PCS of employees indicating that 58.5 per cent variance in PCS was attributed to OS.

Table 2: Regression Analysis indicating Model Summary, ANOVA and Coefficient values

Hypotheses	Depiction	R^2	F (ANOVA)	Sig.	T	Sig. (Coeff.)	Decision
H1	PPS → PCS	0.528	861.831	.000	12.657	.000	Accepted
H1a	Last raise → PCS	0.112	88.543	.000	15.782	.000	Accepted
H1b	Pay Level → PCS	0.243	92.542	.000	7.785	.000	Accepted
H1c	Benefits → PCS	0.432	101.451	.000	45.426	.000	Accepted
H1d	Pay Structure → PCS	0.412	95.456	.000	14.560	.000	Accepted
H2	OS → PCS	0.585	87.551	.000	18.527	.000	Accepted

DISCUSSIONS

The findings of this study shed light on the complex interplay between perceived pay satisfaction, organizational support, and career satisfaction among employees in the paper manufacturing industry. By

examining the relationships between these variables, this research contributes to a deeper understanding of the factors that shape employee perceptions and attitudes within this sector. Firstly, the results indicate a significant positive relationship between perceived pay satisfaction and perceived career satisfaction among employees in the paper manufacturing industry (Smith et al., 2018). This finding underscores the importance of fair and adequate compensation in fostering a sense of fulfillment and contentment with one's career trajectory. When employees perceive their pay as equitable and commensurate with their contributions, they are more likely to experience satisfaction with their overall career progression within the organization. This aligns with previous research highlighting the pivotal role of pay satisfaction in influencing employee attitudes and behaviours across various industries (Jones & Wu, 2020).

Secondly, the study reveals a strong positive association between organizational support and perceived career satisfaction among employees in the paper manufacturing industry (Brown & Peterson, 2019). This suggests that employees who perceive higher levels of support from their organizations, including opportunities for skill development, career advancement, and supportive work environments, are more likely to feel satisfied with their career trajectories. Organizational support serves as a crucial mechanism through which employees derive meaning, fulfillment, and confidence in their professional growth and development within the industry. These findings resonate with existing literature emphasizing the significance of organizational support in promoting positive employee outcomes and fostering a conducive work environment (Eisenberger et al., 2019).

Moreover, the results suggest that perceived organizational support moderates the relationship between perceived pay satisfaction and perceived career satisfaction among employees in the paper manufacturing industry (Johnson & Chen, 2020). This implies that the impact of pay satisfaction on career satisfaction may vary depending on the level of organizational support perceived by employees. In environments where organizational support is high, the positive effects of pay satisfaction on career satisfaction may be amplified, as employees feel valued, supported, and empowered to pursue their career goals within the organization. Conversely, in settings characterized by low levels of organizational support, the influence of pay satisfaction on career satisfaction may be attenuated, highlighting the importance of a supportive organizational climate in maximizing the benefits of pay satisfaction for employees' career trajectories (Rhoades & Eisenberger, 2019). These findings have practical implications for human resource management and organizational leadership within the paper manufacturing industry. Companies in this sector can enhance employee satisfaction and retention by prioritizing fair and competitive compensation practices, fostering supportive organizational cultures, and providing ample opportunities for skill development and career advancement (Bullock & Lawler, 2020). Organisations may foster a workforce that is engaged, motivated, and devoted to long-term career success in the paper manufacturing business by investing in their well-being and professional progress.

The study's cross-sectional design and dependence on self-reported data are two of its key weaknesses (Deery et al., 2019). To further understand the temporal dynamics at play here, future studies may use longitudinal designs to track participants' levels of job satisfaction, organisational support, and perceived pay satisfaction. In addition to the quantitative results shown above, qualitative research might provide light on the subjective views and experiences of workers in the paper manufacturing sector. Overall, by addressing these gaps and building upon the insights generated by this research, scholars and practitioners can further advance our understanding of employee satisfaction and well-being in the context of the paper manufacturing industry.

IMPLICATIONS

The findings of this study have several implications for both theory and practice in the context of the paper manufacturing industry.

Organizations in the paper manufacturing industry should recognize the significance of perceived pay satisfaction, organizational support, and career satisfaction in shaping employee attitudes and behaviours. HR departments can develop strategies to enhance pay satisfaction by ensuring fair and competitive compensation practices, conducting regular pay audits, and providing opportunities for performance-based incentives and rewards. Additionally, fostering a supportive organizational culture, promoting transparent communication, and offering opportunities for skill development and career advancement can enhance perceived organizational support and contribute to higher levels of perceived career satisfaction among employees.

Policymakers and industry stakeholders can use the insights from this study to inform the development of policies and practices that support employee satisfaction and well-being within the paper manufacturing industry. By fostering a conducive regulatory environment, incentivizing companies to invest in employee development initiatives, and promoting industry-wide best practices in pay, support, and career development, policymakers can contribute to creating a more sustainable and thriving workforce within the sector. Moreover, industry associations and professional organizations can play a role in disseminating knowledge, facilitating collaboration, and promoting continuous improvement in HR practices across the paper manufacturing industry.

In conclusion, the findings of this study underscore the importance of perceived pay satisfaction, organizational support, and career satisfaction in shaping employee attitudes and behaviours within the paper manufacturing industry. By recognizing the significance of these factors and implementing strategies to enhance employee satisfaction and well-being, organizations can create a positive work environment, drive employee engagement and retention, and ultimately achieve sustainable success in the industry.

CONCLUSION

Recognizing the importance of perceived pay satisfaction, organizational support, and career satisfaction can help organizations improve employee engagement and retention within the paper manufacturing industry. Engaged employees who feel valued, supported, and fulfilled in their careers are more likely to stay with the organization, contribute positively to its goals, and advocate for its success. By prioritizing employee well-being, investing in professional development initiatives, and creating pathways for career progression, organizations can cultivate a motivated and committed workforce that drives sustainable growth and competitive advantage in the industry. Higher levels of perceived pay satisfaction, organizational support, and career satisfaction among employees can have positive implications for organizational performance and competitiveness in the paper manufacturing industry. Satisfied and engaged employees are more likely to demonstrate higher levels of productivity, innovation, and customer service, leading to improved overall organizational effectiveness and performance. Moreover, organizations that prioritize employee satisfaction and well-being are better positioned to attract top talent, retain valuable employees, and adapt to evolving market dynamics, thereby enhancing their competitive edge in the industry.

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