


Employee Job Satisfaction at Organized Retails - An Analysis

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Abstract

Employee job satisfaction is speaking about the happiness of employees towards their job. In the present competitive business scenario, the organizations are considered as a major strategy to attract and retain the employees. However, employee job satisfaction is very important to the service sector industry like organized retails, as the employees are regularly in touch with the customers. Moreover, many of the factors affect employee job satisfaction. Therefore the present study is an attempt to analyze policies and practices framed by the organized retail organizations to make their employees satisfied and the level of satisfaction of employees regarding those policies and practices. Also, the study exhibits the relationship between the demographic profile and job satisfaction of employees in the retail sector in the study area.

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Introduction

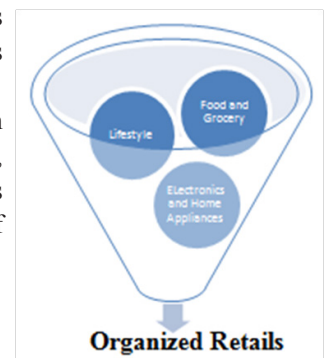
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In today’s competitive scenario, organizations need to have better HR practices to retain existing talents and to attract new talents, which leads to organizations to reduce the maintenance cost of human capital. However, better HR practices are not only to attract and retain their talents but also to satisfy them because it is true that all satisfied employees can frequently contribute to the organization’s success. The term job satisfaction can be defined as the attitude and behavior of the employees in the work place. Therefore it is very important in the case of service sectors like organized retails, as the employees are directly providing service to the customers. Moreover, the satisfaction of the employees depends on the culture, practices, and policies of the organization.

The figure shows that the organized retails in Karnataka are divided into three segments i.e., Lifestyle, Food and Grocery, and Electronics and Home Appliances based on their nature of products services.



Concept of Organized Retailing



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Concept of Job Satisfaction

Job satisfaction of the employees can be measured in following terms

- A respectful treatment of all employees at all level
- Trust b/w employee and senior management
- Benefits overall
- Compensation/pay overall
- Job security
- Relationship with immediate supervisor
- Opportunities to use skills and ability
- Immediate supervisors respect for employee ideas
- Organization's financial stability
- Management's recognition of employee job performance

Review of Earlier Work

Poonam Santhosh kadapure and Sachin Dasora (2018), in one of their article, have been discussed that employee job satisfaction is influenced by some of the determinants, as discussed by earlier studies. The study intended to identify the determinants and their influence on job satisfaction at retail organizations. The study used both primary and secondary data through questionnaires. Moreover, the determinants are identified and factorial analysis has been done to group the determinants. Finally, the study concluded that the determinants like salary, bonus, job-security are much influence on their job satisfaction rather than other factors like a relationship in the organization, breaks during the work time, career development and appreciation and also the study suggested that the organizations need to develop the strategies to improve the job satisfaction of the employees in the other factors.

Prof. Parul Jhalaria and Havisha Gupta (2015) have conducted a study to identify the satisfaction level of the employees towards the organization, their perception and attitude towards their work, factors influencing motivation of the employees and company's best practices to retain its employees. In the study, the researcher analyzed some factors like motivational strategies and training issues through the opinions collected from the respondent employees. Finally, the study concluded that for the organizations, it is very important to retain the talents, or else it will be difficult for the organizations to attract new talents and also, the organization needs

to improve the working conditions to increase the level of job satisfaction of the employees.

Neha Choudry (2017), in her one of the studies, discussed that job satisfaction is one of the important issues in front of the HR managers of the organization and also job satisfaction is nothing but the human behavior at the work place. The study was undertaken to fulfill the objectives like analyzing the level of employee job satisfaction and also the factors influencing employee motivation in the services sectors like organized retailing. The study was limited to Spencer's and V-mart in Bangalore. The researcher has evaluated the relationship between age and satisfaction and also the present salary of the respondents and job satisfaction. Finally, the study concluded that most of the employees are satisfied with the culture of the organization and their participation in coordinating the work and the study also identified that the satisfaction of the employees affected the involvement and commitment of the employees.

Research Gap

From the above literature review, it is identified that many of the earlier researches have been conducted on certain factors that influence the level of employee job satisfaction and also its effects on the retention, involvement and employee commitment towards the organization. However, it is also identified that only certain factors like motivation, salary issues are considered as factors of satisfaction in the retail sector. Moreover, the retail sector is also not selected properly for the study; other factors like the relationship between demographic factors and satisfaction and also HR practices of the organization are not clearly defined; hence there exists a need to study the above-said factors in the retail sector.

Research Design

Objectives of the Study

The present study is intended to evaluate the level of Job Satisfaction of the employees of selected segments of organized retail organizations at managerial level and to examine the influence of the demographic profile of the employees on their job satisfaction.

Hypothesis Tested

1. H_0 : Employee job satisfaction at selected segments of organized retails at managerial level is significantly indifferent.
2. H_0 : Employee job satisfaction at the managerial level is not influenced by their demographic profile.

Research Methodology

To reach the above-stated objectives, the retail sector has been divided into three segments like Lifestyle, Food and Grocery, Electronics and home appliance. The study conducted by taking responses from the employee of selected, organized retail organizations in Bangalore city like shopper stop, Reliance groups, Lifestyle, Future groups, More, etc. However, the conceptual scope of the study covered

the policies and practices of the organization towards its employees and its impact on employee job satisfaction. For the study, primary data is collected through Questionnaire and observation methods. Secondary data is collected through published sources like Journals, Books and e-sources. The sampling technique adopted is stratified simple random sampling and the respondent groups had the employees at managerial level. The sample size of the study is limited to 300 (100 from each segment) employees who are working at various organized retail organizations at the managerial level. To analyze the descriptive data, weighted average methods have been used and to test the set hypothesis One-Way ANOVA and chi-square test has been used.

Results and Discussion

Descriptive analysis of the data

Table 1: Opinion of the Respondents Regarding Employee Job Satisfaction at Lifestyle Segment of Organized Retails

Policies and Practices	Lifestyle					Weighted Averages
	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied	
There is a Flexibility in Working Hours	1	0	0	71	28	-0.41
Treated Fairly	65	35	0	0	0	0.55
Supportive Manager	60	40	0	0	0	0.533
Job Recognition	46	54	0	0	0	0.48
Team work atmosphere	92	8	0	0	0	0.64
Relationship with the co-worker	49	51	0	0	0	0.496
Relationship with the higher authority	58	42	0	0	0	0.52
Benefits and responsibilities are communicated with the employees	80	20	0	0	0	0.6
Satisfactory Salary	55	45	0	0	0	0.516
Good career Prospects	51	49	0	0	0	0.503
Appreciation of creativity and innovative ideas	61	39	0	0	0	0.536
Satisfactory Welfare facilities	46	54	0	0	0	0.486
Involvement in management decisions	60	40	0	0	0	0.533
Training opportunities	53	47	0	0	0	0.51
Opportunity to identify individual SWOT	60	40	0	0	0	0.533
Match between Qualification and job responsibility	45	41	7	7	0	0.413

Source: Field Survey; **Note:** Multiple Responses Allowed

Above table 1 exhibits the employee job satisfaction at the lifestyle segment of organized retailing. Based on the obtained weights, it can be clear that the employees are highly satisfied with all the asked factors given in the table except flexibility in working hours as the factor obtained negative weight (-0.41). Therefore, it can be concluded that the employees at the managerial level are highly satisfied with the teamwork atmosphere as the factor

obtained the highest weights (0.64). At the same time for all the remaining factors also there are high weights obtained, by which it could be concluded that employees at the managerial levels are very much satisfied with the financial and non-financial benefits as well as working relationships and conditions. Hence, it is clear that organized retail organizations are providing good facilities to the employees at the managerial level.

Table 2: Opinion of the Respondents Regarding Employee Job Satisfaction at Food and Grocery Segment of Organized Retailing

Policies and Practices	Food and Grocery					
	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied	Weighted Averages
There is a Flexibility in Working Hours	1	1	65	33	0	0.1
Treated Fairly	64	36	0	0	0	0.546
Supportive Manager	63	37	0	0	0	0.543
Freedom for Decision Making	53	47	0	0	0	0.503
Job Recognition	43	57	0	0	0	0.47
Team work atmosphere	81	19	0	0	0	0.60
Relationship with the co-worker	46	54	0	0	0	0.486
Relationship with the higher authority	52	48	0	0	0	0.50
Benefits and responsibilities are communicated with the employees	76	24	0	0	0	0.58
Satisfactory Salary	52	48	0	0	0	0.50
Good career Prospects	43	57	0	0	0	0.47
Appreciation of creativity and innovative ideas	52	48	0	0	0	0.50
Satisfactory Welfare facilities	43	57	0	0	0	0.47
Involvement in management decisions	51	49	0	0	0	0.50
Training opportunities	51	49	0	0	0	0.50
Opportunity to identify individual SWOT	64	36	0	0	0	0.54
Match between Qualification and job responsibility	42	42	13	3	0	0.41

Source: Field Survey; **Note:** Multiple Responses Allowed

Above table 2 exhibits the employee job satisfaction at the Food and Grocery segment of organized retailing. Based on the obtained weights, it can be clear that the employees are highly satisfied with all the asked factors given in the table except flexibility in working hours as the factor obtained negative weight (0.1). Therefore, it can be concluded that the employees at the managerial level are highly satisfied with the teamwork atmosphere as the factor

obtained the highest weights (0.60). At the same time for all the remaining factors also there are high weights obtained, by which it could be concluded that employees at the managerial levels are very much satisfied with the financial and non-financial benefits as well as working relationships and conditions. Hence, it is clear that organized retail organizations are providing good facilities to the employees at the managerial level.

Table 3: Opinion of the Respondents Regarding Employee Job Satisfaction at Electronics & Home Appliances Segment of Organized Retailing

Policies and Practices	Food and Grocery					Weighted Averages
	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied	
There is a Flexibility in Working Hours	0	0	73	27	0	-0.09
Treated Fairly	56	44	0	0	0	0.52
Supportive Manager	58	42	0	0	0	0.52
Freedom for Decision Making	44	56	0	0	0	0.50
Job Recognition	46	54	0	0	0	0.486
Team work atmosphere	75	25	0	0	0	0.58
Relationship with the co-worker	42	58	0	0	0	0.47
Relationship with the higher authority	53	47	0	0	0	0.51
Benefits and responsibilities are communicated with the employees	80	20	0	0	0	0.6
Satisfactory Salary	56	44	0	0	0	0.52
Good career Prospects	49	51	0	0	0	0.49
Appreciation of creativity and innovative ideas	59	41	0	0	0	0.53
Satisfactory Welfare facilities	46	54	0	0	0	0.48
Involvement in management decisions	56	44	0	0	0	0.52
Training opportunities	46	54	0	0	0	0.48
Opportunity to identify individual SWOT	61	39	0	0	0	0.53
Match between Qualification and job responsibility	43	44	11	2	0	0.42

Source: Field Survey Note: Multiple Responses Allowed

Above table 3 depicts that based on the weights obtained for each factor it can be clear that there is a negative weight (-0.09), obtained for 'flexibility in working conditions' it's clear that in the Electronics and Home appliances segment the managerial level employees opine that they cannot work for shifts wherein they have to work for 12 hours per day. Therefore they are dissatisfied with the working hours. Highest weights (0.58) are obtained for the factor like team work atmosphere; therefore, it is clear that in the organized retail organizations of selected segments, the employees at managerial level are satisfied with the team work atmosphere. At the same time for all the remaining factors also there are high weights obtained, by which it could be concluded that employees at the managerial levels are very much satisfied with the financial and non-financial benefits as well as working relationships and conditions.

Hypothesis Testing

H_0 : Employee job satisfaction at selected segments of organized retails at managerial level is significantly indifferent

Table 4: One-Way ANOVA Table for Employee Job Satisfaction

ANOVA					
Job Satisfaction					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	15.380	2	7.690	.637	3.03
Within Groups	3587.620	297	12.080		
Total	3603.000	299			

Source: SPSS Output

From the above ANOVA table 4, it is clear that the null hypothesis is accepted. As the obtained F

value is less than the F critical value. Hence it is proved that Employee Job satisfaction at selected segments of organized retailing at managerial level is significantly indifferent. As the reason may be, the employees at the managerial level are satisfied with all the facilities provided by their organizations and also working relationships. By the descriptive analysis, it is clear that the employees at managerial

levels at all three segments are not satisfied with the working hours as they cannot work for different shifts wherein they have to work for 12 hours per day.

H₀: Employee job satisfaction at the managerial level is not influenced by their demographic profile

Table 5: Influence of Demographic Profile on Employee Job Satisfaction

Chi-Square Tests					
Demographics		Value	df	Asymp. Sig. (2-sided)	H ₀
Sex	Pearson Chi-Square	16.328a	16	.430	Null Hypothesis is Accepted
Age	Pearson Chi-Square	28.346a	32	.652	Null Hypothesis is Accepted
Educational Qualification	Pearson Chi-Square	8.791a	16	.922	Null Hypothesis is Accepted
Monthly Income	Pearson Chi-Square	21.991a	16	.143	Null Hypothesis is Accepted
Marital Status	Pearson Chi-Square	14.744a	16	.543	Null Hypothesis is Accepted
Family Structure	Pearson Chi-Square	9.343a	16	.899	Null Hypothesis is Accepted
Social Background	Pearson Chi-Square	18.367a	16	.303	Null Hypothesis is Accepted
Length of the service	Pearson Chi-Square	21.060a	16	.176	Null Hypothesis is Accepted

Source: SPSS Output

Above table 5 reveals the influence of the socio-economic profile of the respondents on employee job satisfaction at selected segments of the study. From the above calculations, it can also be clear that the assumed significance is not equal to zero; therefore, it is proved that in all the cases, the null hypothesis is accepted. Therefore it can be said that there is no influence of the socio-economic profile of the respondents on employee job satisfaction. The reason behind this is the employee job satisfaction at the managerial level may be influenced by their psychological or personality factors and also the culture and practices of the organization at large.

Major Findings

1. Employee job satisfaction is important for organized retails, where the employees are in touch with the customers; hence, they have to be satisfied to improve their productivity to provide better services.
2. Employee job satisfaction is based on salary, bonus, job security and other relationship in the organization
3. To retain and attract the talents, the organization

need to improve the level of working conditions of the employees

4. Employees at the Lifestyle segments are satisfied with the Teamwork atmosphere, supportive managers and fare treatments.
5. Employees are satisfied with team work atmosphere and communication b/w the management and employees in the Food and Grocery Segment
6. Employees are satisfied with the Teamwork atmosphere and appreciation of creativity and innovative ideas and opportunities to identify SWOT in the Electronic and Home Appliances segment.
7. Employee job satisfaction at the selected segment of organized retails at managerial level is indifferent
8. There is no relationship between job satisfaction and the demographic profile of the employees at the managerial level in the study area.

Conclusion

The present study aimed at identifying various factors that makes an employee satisfied with their

job in different segments of organized retails. From the literature review, it is identified that various factors like facilities provided by the employer, personal factors, and the job itself, etc. are affecting the employee job satisfaction. Therefore, the present study identified different issues and practices in the organization and evaluated the job satisfaction of the employees at the study area further to check out the relationship between demographics and the satisfaction hypothesis has been formulated and proved. Finally, it can be concluded that employees in the study area are satisfied with the organization's policies and practices except for Flexibility in work schedule this may be because the retail employees need to work for 12 hours per day. As this is very lengthy, the employees are not satisfied; therefore, it is suggested to the retailers that they can offer shifts to employees where they can work efficiently and get satisfied too. Moreover, it is also revealed that there is no significant relationship between the demographic factors of the employees and job satisfaction. It is all about the practices of the organization.

Scope for Further Research

1. Job Satisfaction of Other Employees other than the managerial staffs can be studied
2. HRM Practices of single and Multi-brand retailers can be studied
3. Job satisfaction of employees of Different Organized retail outlets can be studied
4. The scope of the study can be elaborated and different geographic areas can be studied.

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