



An Assessment of Employee Job Satisfaction- A Case Study of Selected Segments of Organized Retails in Karnataka

***Dr. Vidya.R**

Abstract

Retail industry is one of the pillars of Indian economy with its huge opportunities. Retail industry is the largest in India, with an employment of around 8% and contributing to over 10% of the country's GDP. The Indian retail industry can be divided in to two parts i.e. organized and unorganized sectors. Organized sector retailing refers to trading activities undertaken by licensed retailers i.e. those who are registered for sales tax, income tax etc. These include the corporate-backed hypermarkets and retail chains, and also the privately owned large retail businesses. Unorganized retailing, on the other hand, refers to the traditional formats of low-cost retailing, for example, the local kirana shops, owner manned general stores, paan/beedi shops, convenience stores, hand cart and pavement vendors etc. in the recent past the organized retail sector in India is experiencing its transformation. Customers are preferred to shop at organized retail shops due to increased disposable income, changing life styles and quality of services offered by the retailers. Therefore the present stud is an attempt to identify factors influencing customer satisfaction which will boost the development in the sector.

KEY POINTS: Organized Retail Industry, Unorganized Retail Sector, Kirana Shops, Shopping Experience

***Dr. Vidya. R:** Faculty Member, IMSR, Jnanasahyadri, Kuvempu University, Sankaraghatta Ph: 9035400222 e mail: vismaya.vidya@gmail.com



1. INTRODUCTION

Retailing industry is one of the pillars of Indian economy and it accounts for 14 to 15 percent of its GDP. The Indian retail market is estimated to be US\$500 billion and one of the top five retail markets in the world by economic value. India is one of the fastest growing retail markets in the world, with 1.2 billion people as of 2013. Before 2006 India's retailing industry was essentially owner managed small shops. In 2010, larger format convenience stores and supermarkets accounted for about 4 percent of the industry, and these were present only in large urban centers. The industry employs about 40 million Indians. Thus it is clear that the retailing industry getting better position over a period of time due to many reasons viz., emergence of nuclear families, an increase in the double-income households trend, large working population, reasonable real estate prices, increase in disposable income and customer aspiration, demand as well as increase in expenditure for luxury items and growing preference for branded products. For the reason many leading players like Walmarts, Pantaloon, shopper stop and TATA Birla are entered to the field and made the sector more competent. However the sector is needed by effective and efficient Human Resources for its competent development. Hence it is a challenge in front of retailers to manage and also satisfy their employees which leads to high employee engagement and retention. Only satisfied employees at both the employee levels can be competent and also can contribute to the overall development of the organization.

2. Research Design

2.1 Review of Earlier Works

Mrs. Shishma Kushwanth, Dr.Mahendra kumar Gupta (2011) in their one of the articles discussed about the important factors considered by the customer like prices, quality, Services, distance from house, varieties available, cleanliness etc. However in the present study they have proved that the above factors are majordrivers of customer satisfaction. According to the retail performance in above stated factors, the customers will decide where to shop. Present study also based on the factor analysis of above stated variables.

Mr. Manish Madan and SimaKumari(2012) in his article have focused on the retail customer satisfaction model, which is considering different attributes like easy accessibility of the store, need satisfying products/services, sought product at reasonable price, assistance in purchase



decision etc. however the study considered and proved the factors like product characteristics, price factors, physical aspects, promotional schemes, personnel interaction which is associated with customer satisfaction.

Mr. Sushil Kumar and niraj Mishra(2013) have discussed in an article about the dimension of store attributes like range of merchandise, price of merchandise, in store convenience, post-purchase service, location convenience, quality of the merchandise , facilities and services, sales personnel, store atmosphere, sales promotion schemes, and also they proved the correlation between customer satisfaction and store attributes

2.2 Objectives of the Study

1. To study the Employee job satisfaction at selected segments of Organized Retailing
2. To Evaluate the Factors influencing the employee job satisfaction at selected segments of Organized Retailing
3. To appraise the employee job satisfaction of employees at managerial level at selected segments of organized retailing

2.3 Scope of the Study

The scope of the present study is covered the employees of three segments of organized retailing at managerial level. However the study also covered major cities like Bangalore, Mangalore, Mysore, Hubli, Dharwad, Mandya, and Shivamogga of Karnataka state where top organized retail players are situated.

2.4 Methods of Data Collection

In order to reach above stated objectives the primary data is collected through questionnaire method and interaction with the respondents. Secondary data is collected through published sources like Journals, Books and e-sources.

2.5 Sampling Techniques adopted

For this study Stratified simple random sampling was is used where the organized retail sector is divided into three strata like Lifestyle, Food and Grocery and Electronics and Home Appliances and respondent groups had employees of managerial level. Questionnaires were administered to receive the responses from the target group.



2.6 Sample Size:

For the study the responses have taken from 300 employees at managerial level which includes supervisors, area heads, store heads, flour heads etc. who are working for different organized retail organizations in Karnataka.

2.7 Statistical tool used for analysis:

In order to analyze the collected data descriptive statistics like weighted averages are used and to test the set hypothesis one way Anova and chi-square test are used.

2.8 Hypothesistested

The researcher tried to prove the following hypothesis with respect to employee job satisfaction

- a. H_{01} :Employee job satisfaction at selected segments of organized retails at managerial level is significantly indifferent
- b. H_{02} :Employee job satisfaction at managerial level is not influenced by their demographic profile

2.9 Scope for Further Research

Respondents considered for the present study is limited to 900(300 for managerial level and 600 for employee level) and also the study is only covered top organized retailers who have their shops at major cities of Karnataka. Therefore, further study can be conducted by taking more sample and also comparative study can also be among retailers and segments as well.



3. Results and Discussion:

3.1 Employee Job Satisfaction (Managerial Level)

Table: 3.1a Opinion of the respondents regarding employee job satisfaction at Lifestyle

Segment of Organized Retailers

	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied	Weighted Averages
There is a Flexibility in Working Hours	1	0	0	71	28	-1.25
Treated Fairly	65	35	0	0	0	1.65
Supportive Manager	60	40	0	0	0	1.60
Job Recognition	46	54	0	0	0	1.46
Team work atmosphere	92	8	0	0	0	1.92
Relationship with the co-worker	49	51	0	0	0	1.49
Relationship with the higher Authority	58	42	0	0	0	1.58
Benefits and responsibilities are communicated with the employees	80	20	0	0	0	1.80
Satisfactory Salary	55	45	0	0	0	1.55
Good career Prospects	51	49	0	0	0	1.51
Appreciation of creativity and innovative ideas	61	39	0	0	0	1.61
Satisfactory Welfare facilities	46	54	0	0	0	1.46
Involvement in management decisions	60	40	0	0	0	1.60
Training opportunities	53	47	0	0	0	1.53
Opportunity to identify individual SWOT	60	40	0	0	0	1.60
Match between Qualification and job responsibility	45	41	7	7	0	1.24

Source: Field Survey Note: Multiple Responses Allowed

Above table clearly 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 (-1.25). Therefore it can be concluded that the employees at managerial level are highly satisfied with the team work atmosphere as the factor obtained highest weights



(1.92) at the same time for all the remaining factors also there is high weights are 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 the organized retail organizations are providing good facilities to the employees at managerial level.

Table: 3.1b Opinion of the respondents regarding employee job satisfaction at Food and Grocery Segment of Organized Retailing

	Food and Grocery					
	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied	Weighted Averages
There is a Flexibility in Working Hours	1	1	65	33	0	-3.0
Treated Fairly	64	36	0	0	0	1.64
Supportive Manager	63	37	0	0	0	1.63
Freedom for Decision Making	53	47	0	0	0	1.51
Job Recognition	43	57	0	0	0	1.43
Team work atmosphere	81	19	0	0	0	1.81
Relationship with the co-worker	46	54	0	0	0	1.46
Relationship with the higher authority	52	48	0	0	0	1.52
Benefits and responsibilities are communicated with the employees	76	24	0	0	0	1.76
Satisfactory Salary	52	48	0	0	0	1.52
Good career Prospects	43	57	0	0	0	1.43
Appreciation of creativity and innovative ideas	52	48	0	0	0	1.52
Satisfactory Welfare facilities	43	57	0	0	0	1.43
Involvement in management decisions	51	49	0	0	0	1.51
Training opportunities	51	49	0	0	0	1.51
Opportunity to identify individual SWOT	64	36	0	0	0	1.64
Match between Qualification and job responsibility	42	42	13	3	0	1.23

Source: Field Survey Note: Multiple Responses Allowed



Above table clearly 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 (-3.0). Therefore it can be concluded that the employees at managerial level are highly satisfied with the team work atmosphere as the factor obtained highest weights (1.81) at the same time for all the remaining factors also there is high weights are 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 the organized retail organizations are providing good facilities to the employees at managerial level.

Table: 3.1c Opinion of the respondents regarding employee job satisfaction at Electronics & Home Appliances Segment of Organized Retailing

Electronics and Home Appliances						
	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied	Weighted Averages
There is a Flexibility in Working Hours	0	0	73	27	0	-2.7
Treated Fairly	56	44	0	0	0	1.56
Supportive Manager	58	42	0	0	0	1.58
Freedom for Decision Making	44	56	0	0	0	1.51
Job Recognition	46	54	0	0	0	1.46
Team work atmosphere	75	25	0	0	0	1.75
Relationship with the co-worker	42	58	0	0	0	1.42
Relationship with the higher authority	53	47	0	0	0	1.53
Benefits and responsibilities are communicated with the employees	80	20	0	0	0	1.80
Satisfactory Salary	56	44	0	0	0	1.56



Good career Prospects	49	51	0	0	0	1.49
Appreciation of creativity and innovative ideas	59	41	0	0	0	1.59
Satisfactory Welfare facilities	46	54	0	0	0	1.46
Involvement in management decisions	56	44	0	0	0	1.56
Training opportunities	46	54	0	0	0	1.46
Opportunity to identify individual SWOT	61	39	0	0	0	1.61
Match between Qualification and job responsibility	43	44	11	2	0	1.28

Source: Field Survey Note: Multiple Responses Allowed

Based on the weights obtained for each factors it can be clear that there is a negative weight obtained for ‘flexibility in working conditions’ therefore it s clear that in all the three selected segments the managerial level employees opines that they cannot work for shifts, where in they have to work for 12 hours per day therefore they are dissatisfied with the working hours. Highest weights (1.75) 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 is high weights are 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.



- a. **H₀₁:Employee job satisfaction at selected segments of organized retails at managerial level is significantly indifferent**

Table: 3.1d 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 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 are significantly indifferent. As the reason may be the employees at 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 the 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.

- b. **H₀₂: Employee job satisfaction at managerial level is not influenced by their demographic profile at managerial level**

Table: 3.1eInfluence of Demographic Profile on Employee Job Satisfaction

Chi-Square Tests					
		Value	df	Asymp. Sig. (2-sided)	H ₀
Sex	Pearson Chi-Square	16.328 ^a	16	.430	Null Hypothesis is Accepted
Age	Pearson Chi-Square	28.346 ^a	32	.652	Null Hypothesis is Accepted
Educational Qualification	Pearson Chi-Square	8.791 ^a	16	.922	Null Hypothesis is Accepted



Monthly Income	Pearson Chi-Square	21.991 ^a	16	.143	Null Hypothesis is Accepted
Marital Status	Pearson Chi-Square	14.744 ^a	16	.543	Null Hypothesis is Accepted
Family Structure	Pearson Chi-Square	9.343 ^a	16	.899	Null Hypothesis is Accepted
Social Background	Pearson Chi-Square	18.367 ^a	16	.303	Null Hypothesis is Accepted
Length of the service	Pearson Chi-Square	21.060 ^a	16	.176	Null Hypothesis is Accepted

Source: SPSS Output

Above table 4.46 reveals the influence of 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 socio-economic profile of the respondents on the employee job satisfaction. Reason behind this is the employee job satisfaction at managerial level may be influenced by their psychological or personality factors.

4. Suggestions and Conclusion:

The above findings and discussions have a comprehensive set of information's and evaluations of employee job satisfaction at managerial level at three different segments of organized retail organizations. It is identified that under the set parameters the employees at the managerial level in all the three segments of organized retail organizations are satisfied with all the facilities provided at their respective organizations. But they are not satisfied with the working hours, as there is a long working hours, there is no flexibility provided for them during their working hours. Therefore it is suggested to the retailers that they can implement their own strategies to have flexible timing to the managerial level employees. However present study clearly exhibited the employee job satisfaction at retail organizations which will directly affect the organizational productivity. Therefore every organization must focus on the same.



References:

1. Piyush Kumar Sinha, Srikant Gokhale, Sujo Thomas (2012), Development of Modern Retailing in India: It's Impacts on Distribution and Procurement Networks and Changing Consumption Pattern, IIMA Research and Publication, W.P. No. 2012-12-04, December 2012
2. Ms Priya Vij (2013), The Study And The Analysis: An Impact Of Organized Retail On Unorganized Retail In India, EXCEL International Journal of Multidisciplinary Management Studies , ISSN 2249- 8834, EIJMMS, Vol.3 (7), July (2013), zenithresearch.org.in
3. Urvashi Gupta (2012), Changing Consumer P References F Rom Unorganized Retailing Towards Organized Retailing : A S Tudy InJ Ammu, Journal of Emerging Knowledge on Emerging Markets, Vol. 4 [2012], Art. 10, Published by DigitalCommons@Kennesaw State University, 2012
4. Gary Dessler (2005), A Framework of Human Resource Management, Pearson Education , INC, Third Edition, ISBN 81-297-0538-9
5. Garry A. Gelade (2003), The Impact of Human Resource Management and Work Climate on Organizational Performance, PERSONNEL PSYCHOLOGY, 2003, 56, 383-40
6. Lise M. Saari and Timothy A. Judge (2004), 'Employee Attitudes and Job Satisfaction', Human Resource Management, winter 2004, Vol.43, No.4 PP 395-407, Wiley Periodicals, Inc. Published Online-www. Interscience.wiley.com
7. Deepika Jhamb, Ravi Kiran (2011), organized retail in India - Drivers facilitator and SWOT analysisAsian Journal of Management Research, Volume 2 Issue 1, 2011
8. Lise M. Saari and Timothy A. Judge (2004), 'Employee Attitudes and Job Satisfaction', Human Resource Management, winter 2004, Vol.43, No.4 PP 395-407, Wiley Periodicals, Inc. Published Online-www. Interscience.wiley.com
9. Kurt Matzler, Birgit Renzl., (2007). Assessing asymmetric effects in the formation of employee satisfaction. Tourism Management 28 (2007) 1093–1103.
10. Rachel W.Y. Yee, Andy C.L. Yeung, T.C. Edwin Cheng., (2008). The impact of employee satisfaction on quality and profitability in high-contact service industries. Journal of Operations Management 26 (2008) 651–668.