

A study on employee job satisfaction boosting productivity and increased sales in retail sector of Bangalore

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Abstract: The retail sector plays an important role in the economic growth of a country. It focuses on the importance of job satisfaction determinants and their impacts on the overall job satisfaction of employees which on a bigger level affects the sales and profits of the company. The main research problem in this study was to acknowledge about the satisfaction level of employee among the retail stores of Bangalore for which growing retail players in the market has been taken i.e. BIG BAZAAR, SPENCER AND V-MART. Hence, the methodology that was used during the research was collection of primary data through questionnaire and secondary data through journals. The methodology used was percentage analysis. The major findings were that the job satisfaction provides opportunity to employees to utilize their skill efficiently at work place and this in turn motivates the employees to work for the betterment of the organisation leading to increased sales. The organization should focus on the employee's overall benefits throughout their work.

Keywords: job satisfaction, employee moral boosting, motivation, involvement, commitment, sales

Introduction

Indian retail industry has emerged as one of the most dynamic and fast-paced industries due to the entry of several new players. Total consumption expenditure is expected to reach nearly US\$ 3,600 billion by end of 2020 from US\$ 1,824 billion in 2017. It accounts for over 10% of the country's gross domestic product (GDP) and around 8% of the employment. India is the world's fifth-largest global destination in the retail space. India ranked 73 in the United Nations Conference on Trade and Development's Business-to-Consumer (B2C) E-commerce Index 2019. India is the world's fifth largest global destination in the retail space and ranked 63 in World Bank's Doing Business 2019 and is the world's fifth largest global destination in the retail space. In FDI Confidence Index, India ranked 16 (after US, Canada, Germany, United Kingdom, China, Japan, France, Australia, Switzerland, and Italy). Revenue generated from online retail is projected to reach US\$ 60 billion by 2020. Revenue of India's offline retailers, also known as brick and mortar (B&M) retailers, is expected to increase by Rs 10,000–12,000 crore (US\$ 1.39–2.77 billion) in FY21. India is expected to become the world's fastest growing E-commerce market, driven by robust investment in the sector and rapid increase in the number of internet users. Various agencies have high expectations about growth of India's E-commerce market. The Government of India has taken various initiatives to improve the retail industry in India. Government may change Foreign Direct Investment (FDI) rules in food processing in a bid to permit E-commerce companies and foreign retailers to sell Made in India consumer products. Government of India has allowed 100% FDI in online retail of goods and services through the automatic route, thereby providing clarity on the existing businesses of E-commerce companies operating in India. E-commerce is expanding steadily in the country. Customers have the ever-increasing choice of products at the lowest rates. E-commerce is probably creating the biggest revolution in retail industry, and this trend is likely to continue in the years to come. Retailers should leverage digital retail channels (E-commerce), which would enable them to spend less money on real estate while reaching out to more customers in tier II and tier III cities. It is projected that by 2021, traditional retail will hold a major share of 75%, organised retail share will reach 18% and E-commerce retail share will reach 7% of the total retail market. Nevertheless, long-term outlook for the industry looks positive, supported by rising income, favourable demographics, entry of foreign players, and increasing urbanization. India with its massive youthful population, double earning family, increased number of working women and rapid growth in our economy has brought number of changes in the Indian society system. The economic expansion has shaped a growing, relatively wealthy middle class in India. Consequently, this has increased the consumption and made the local retail market more attractive. The potential of growing Indian retail market and maturing developed market has attracted national and international retailers to invest in excellent business opportunity. Retail industry requires extensive manpower but at other end long working hours, low salary and working on weekends and festivals make this job less attractive. Because of nature and perception of retail business retailing is not considered and seen as colorful career, in this situation it is difficult for retailers to attract the best human resources. In this situation it is imperative for retailers to ensure their present human resources should be retained with more job satisfaction so that it contributes to retail organization's success leading to increased sales which affects the profit of the company.

Employee Job Satisfaction

Employee satisfaction is considered as a key driver of employee retention. Satisfied employees are a prerequisite for increased productivity, quality work and customer service. Some people like to work and they find working an important part of their lives. And on the other hand, some people find work unpleasant and work only because they have to. Job satisfaction tells how much

people like their jobs. Job satisfaction is the most studied field of organizational behavior. If an employee is satisfied, he will work with more dedication towards his work and this in turn increases his productivity which will be beneficial for the growth of the company. Companies typically measure employee satisfaction with an annual survey, or a rolling survey in which a specified percentage of randomly chosen employees is surveyed each month. For managers, to have a happy enthusiastic workforce will help them in achieving individual and organizations performance. But manager's job is not only to hire best candidates but also retain them. Most certainly one cannot retain all the best employees but can definitely reduce loss. Reducing employee turnover is most important for organizations and to maintain an ideal staff takes a lot of efforts and resources of the organization and if that is lost it hampers organizations success. Therefore, every organization must treat their employees as ends and not means to ends because they add value to the organization. There are no fixed practices that show the relevance and significance as to how to retain employees and keep them committed towards the organization because employers lay different emphasis on different variables depending on what suits their organization best. Hiring employees is just the beginning to creating a strong committed work force. Organization success and sustainability is the major problem in Indian companies where this can be achieved through employees. In relation employee job satisfaction comes in to representation. If an organization has satisfied employees then their performance and success will be high in figures. If an organization has less satisfied employees then their organization performance and success will be low in terms of profits. For an organization to be successful there should be satisfied employees. Satisfied employees will make an asset to company in terms of productivity, reduced leaves, retained employment, etc.

Literature Review

Organized retailing has finally emerged from the shadows of unorganized retailing and is contributing significantly to the growth of Indian retail sector. The Indian retailing sector is at an inflexion point where the growth of organized retailing and growth in the consumption by the Indian population is going to take a higher growth trajectory. The Indian population is witnessing a significant change in its demographics. Paanwalas and kiranawallas, street hawkers present everywhere are the various firms operating hither and thither; and meeting the basic needs of the general public and creating a means of earning livelihood for many. In India, the retail industry is broadly divided into the organized and unorganized sectors. Traditionally, the retail industry in India comprised of large, medium and small grocery stores and drug stores which could be categorized as unorganized retailing. Most of the organized retailing in India had recently started and was mainly concentrated in metropolitan cities. Within a short span of five years retail sector in India has witnessed great changes mainly on account of a gradual increase in the disposable incomes of the middle and upper-middle class households. In order to reap the benefit of growing economy more and more corporate houses including large real estate companies are coming into the retail business, directly or indirectly, in the form of mall and shopping center builders and managers, hence the sea change in retail sector is highly evident.

According to R R Hastings (2012), employee satisfaction is an important aspect in a retail organization. Employee satisfaction includes involvement, motivation, commitment towards organization mission and vision goals. Among all other HR practices employee satisfaction is given much more importance for retaining the employees which is a major challenge in present modern era. Hence this study employs factors influencing employee satisfaction and also finding out the association between designation and work experience.

Job satisfaction is a complex concept, which can mean a variety of things to different people. Carr (2008) defines it as a more of an attitude, an internal state. It could for example, be associated with a personal feeling of achievement either quantitative or qualitative. Although most people are satisfied with their jobs, overall, but they are not necessarily happy with all aspects of their jobs. Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job; (Locke, 1976) cited in Brief & Weiss (2001); an affective reaction to one's job; Cranny, Smith & Stone, 1992 cited in Weiss, (2002) and an attitude towards one's job. Weiss (2002) has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affect (emotion), beliefs and behaviors. This definition suggests that we form attitudes towards our jobs by taking into account our feelings, our beliefs, and our behaviors and this turn affects the performance of employees. People certainly have a feeling about different aspects of their jobs, such as co-workers, pay, the nature of work and supervisory level, thus job satisfaction refers to people's feelings about the different aspects of their job. As the revenue stream is sourced from customers, this makes them potentially the most important strategic stakeholders. The volatility of revenue levels is driven by customer demand, reflecting business cycles, which requires an understanding of customers and the nature of their situations as the profit and sales of a retail organization largely depends on the way employees treat their consumers. It is therefore of great importance to build a relationship with your customers since they are the users of the service or product you make, and their needs are varied and forever changing.

According to a report from the Harvard Professional Group (2005) organizations that aspire to creating a work environment that enhances job satisfaction need to incorporate the following:

- Flexible work arrangements, possibly including telecommuting
- Training and other professional growth opportunities
- Interesting work that offers variety and challenge and allows the worker opportunities to "put his or her signature" on the finished product
- Opportunities to use one's talents and to be creative which will be beneficial for the organization.
- Opportunities to take responsibility and direct one's own work
- A stable, secure work environment that includes job security/continuity
- An environment in which workers are supported by an accessible supervisor who provides timely feedback as well as congenial team members
- Flexible benefits, such as child-care and exercise facilities
- Up-to-date technology

- Competitive salary and opportunities for promotion

Job satisfaction is one of the important factors that have drawn attention of managers in the organization as well as academicians. The term 'job satisfaction' is commonly used in the context of human behavior at work. In other word of Feldman and Arnold," Job satisfaction is the amount of overall positive effect or feelings that individuals have towards their jobs". Job satisfaction is an individual's emotional reaction to the job itself. It has been established that highly satisfied workers have better physical and mental wellbeing and this in turn affects their performance. On the other hand, serious job dissatisfaction results in stress and tension, which is usually the cause of a variety of physiological disorders.

Job satisfaction results from the employees' perception that the job content and context actually provide what an employee values in the work situation. It can be working harder than others in the department but are receiving fewer rewards then, they will probably have a negative attitude towards the work, the boss and/or co-workers. On the other hand, if they feel they are being treated very well and are being paid equitably, they are likely to have positive attitude towards the job. Job satisfaction represents several related attitudes which are most important characteristics of a job about which people have effective response. Job satisfaction is the favorableness or un-favorableness with which the employee views his work. It expresses the amount of agreement between one's expectation of the job and the rewards that the job provides. According to Andrew J DuBrins (2004) job satisfaction is one part of life satisfaction. The nature of one's environment of job is an important part of life as job satisfaction influences one's general life satisfaction and satisfaction brings success both for individual as well as for organization. The environment influences the job. Similarly, since a job is important part of life, job satisfaction influences one's general life satisfaction. Manager may need to monitor not only the job and immediate work environment but also their employee's attitudes towards other part of life. Human life has become very complex and completed in now-a-days. In modern society the needs and requirements of the people are ever increasing and ever changing. When the people are ever increasing and ever changing, when the people's needs are not fulfilled, they become dissatisfied. Dissatisfied people are likely to contribute very little for any purpose. Job satisfaction of industrial workers is very important for the industry to function successfully. Apart from managerial and technical aspects, employers can be considered as backbone of any industrial development. To utilize their contribution, they should be provided with good working conditions to boost their job satisfaction.

Objectives of the study

- To measure the satisfaction level of the employees at workplace affecting increased sales.
- To study the employee's attitude and perception towards organization affecting the goodwill of the organization.

Research Methodology

Research Design

The research was descriptive in nature and a structured questionnaire has been used for data collection tool with a sample of 100 employees in total from Big Bazaar, Spencer and V-mart.

Data Collection

Primary data: The data was collected from the employees (respondents) by administrating a structured questionnaire, observation method, interview and discussion with management.

Secondary data: For the collection of secondary data, text books, reference books, journals, internet had been used.

Sample size

100 employees of different retail stores from v-mart, spencer, and big bazaar are selected for research.

Research Instrument

The method used for data collection is the questionnaire method. Standardize Questionnaire has been used for analyzing different variables affecting job performance of employees.

Sampling Technique

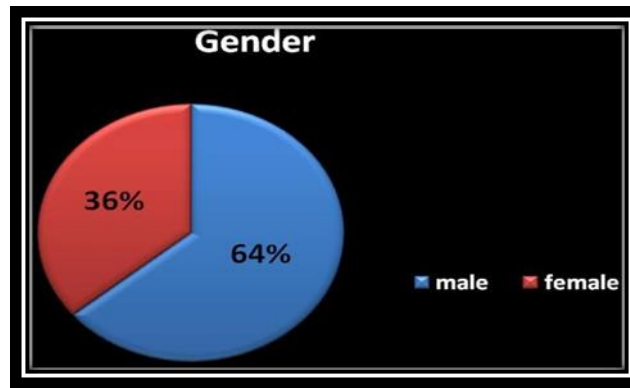
The technique adopted here was simple random convenience sampling.

Scaling Technique

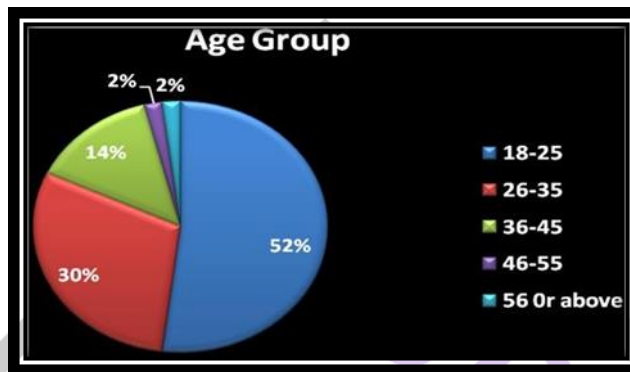
Likert type scaling is adopted for this study. Likert type scale consists of a number of statements which express either a favorable or unfavorable attitude towards the given object to which the respondents is asked to react. So, questions related to employee's satisfaction on the basis of factors like working conditions, company's benefits, perks on the basis of sales were included in questionnaire.

Data Analysis

1. **Inference:** It shows that 64% of the employees belong to the male category and 36 % of the employees belong to the female category.

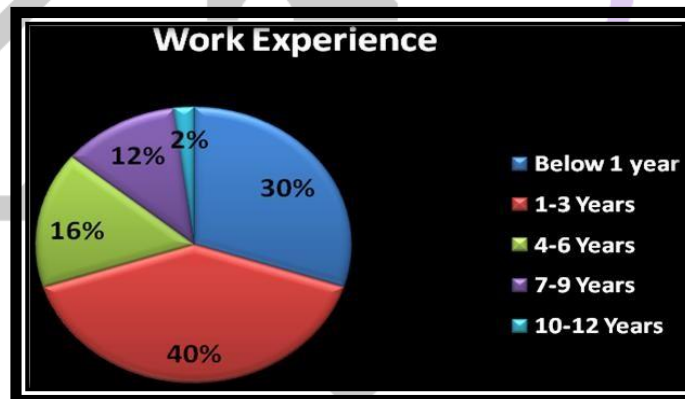


2. **Inference:** The pie chart shows that 52% of the employees belong to 18-25 age group category, 30 % of the employees have attained the age of 26-35 Years, 14 % belong to the age group of 36-45 Years and 2% of the employees belong to the category of 46-55 and 56 or above.



3. **Inference:** This pie chart shows experience of employees i.e., 30% of the employee’s experience is below 1 year, 40 % of the employees have an experience between 1-3 years, 16% of the employees have experience between 4-6 years, and the rest fall in the category of 7-9 Years and 10-12 Years.

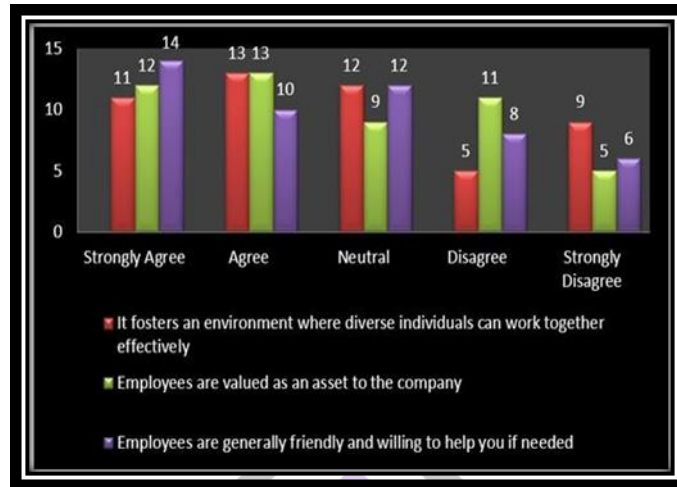
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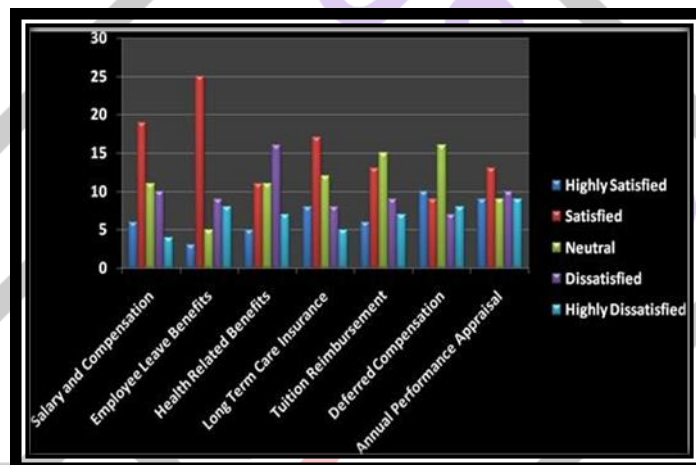
5. **Inference:** The graph shows income level of the employees, i.e. 18% of employees have income less than Rs 5000, 56% of employees are in the income group of Rs 5001-10000; only 6% belong to the category of above 20001.



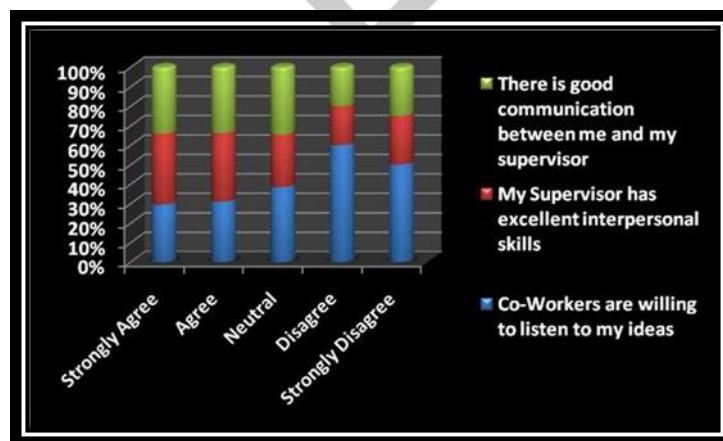
6. **Inference:** This graph shows that the employees are satisfied by the benefits like employee leave benefits, salary and compensation and by long term care Insurance the most. These kinds of benefits have good effects on companies' growth in terms of increased sales and profits as once the basic needs of employees are satisfied, this will increase their productivity in work, hence they will be delivering the product to consumers with more enthusiasm leading to increased sales.



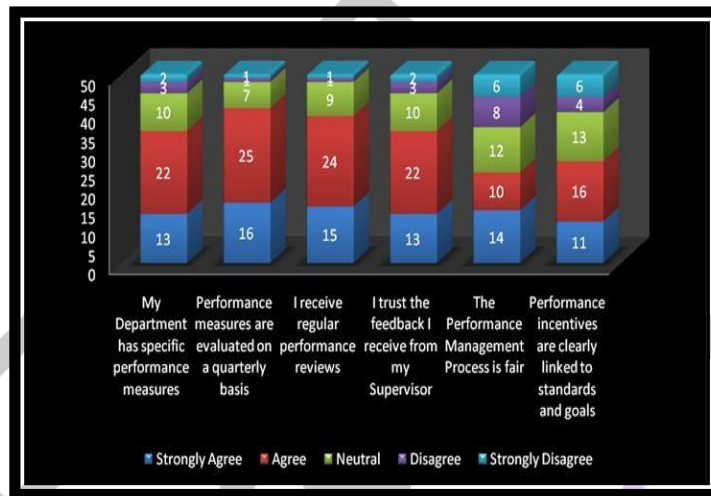
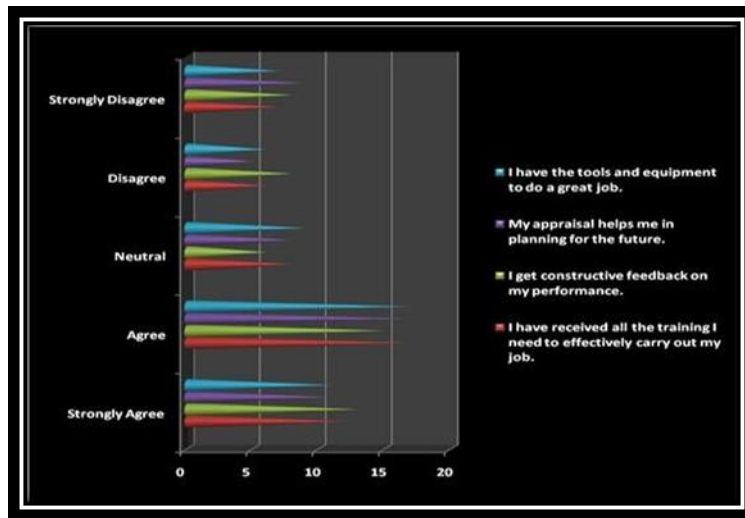
8. **Inference:** This diagram shows that the satisfaction level of employees to an environment where different individuals work together efficiently and they focus on providing excellent customer service which will affect the goodwill of the company.



10. **Inference:** The graph shows that employees agree that they are satisfied by the way superiors and co-workers communicate with them, so, if organizational culture is good, they will be working with more sincerity and dedication and this will lead to increase in the sales of FMCG products and will be beneficial for the company's goodwill as well.



11. **Inference:** The chart shows that employees agree to the point that they have received all the training they need to effectively carry out their job. Hence, they are satisfied with the way these retail stores are taking care of them, so this has increased their motivation for work.



Conclusion

One of the biggest impacts on a company's productivity is the satisfaction of the employees. If the high performing employees leave the company, it is even more difficult to attract new talent if your company is not satisfying the present employees. This study provides valuable input which are directly given by employees, it provides an understanding that how the employees perceive the organization. It is a guide to help those who conduct an employee opinion survey. From analysis it was observed that there is a scope for the improvement of working conditions. We can conclude that the job satisfaction provides opportunity to employees to use their skill at work place. The more satisfied the employees are, the more flexibility they will be getting in coordinating with diverse workforce and this will enhance their creativity and commitment for the organization which will affect the overall growth of the organization thereby leading to increased sales and profit.

Limitation of the Study

- The size of the sample of present investigation is limited in its nature, which puts a limitation on the generalization of results of the present study.
- Due to limitation of time the research could not be carried out in a detailed manner.
- Due to confidentiality of some information, accurate response is not revealed by some respondent.

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