

Employee Job Satisfaction and Its Impact on Employee Retention in Retail Sector with Reference to Lucknow

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Abstract- Job satisfaction is a measure of how happy workers are with their job and working atmosphere. By making employees motivated toward their job increases their morale which ultimately increases benefits to the company because when employee feels happy and satisfied, they work more and take fewer days off and stay loyal with the company. There are many factors in improving and maintaining high employee satisfaction which this paper will give concluded. Now a days with increasing population unemployment increases with highest growth rate which leads to job dissatisfaction in India. This paper aims at measuring job satisfaction among employees of retail sector of Lucknow and its impact on employee retention. This paper will give all the factors responsible for job dissatisfaction and suggestions to improve this problem arise among employee of retail sector of Lucknow to maintain employee retention.

Indexed Terms- Job satisfaction, employee retention, company overall profit, retail sector of Lucknow.

I. INTRODUCTION

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 in cash 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 retain and see their career with them.

II. RETAIL SECTOR

Retail is the sale of goods and services from one person to end user. A retailer purchases goods or products in large quantities from manufacturers or directly through a wholesaler, and then sells smaller quantities to the consumer for a profit. Retailing can be done either online or in fixed locations. Retailing includes subordinated services, such as delivery. Shops may be on shopping streets or may be on residential streets with few or no houses or in a shopping mall. Online retailing, a type of ecommerce used for business-to-consumer (B2C) transactions and mail order, are forms of non-shop retailing. Shopping generally refers to the buying of products. Sometimes this is done to buy necessary goods such as food and cloths; sometimes it is done as a pleasure activity. Pleasure shopping often involves window shopping (just looking, not buying) and this and does not always result in a purchase.

III. EMPLOYEE JOB SATISFACTION

Employee satisfaction is considered as a key driver of employee retention and employee satisfaction. 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 behaviour. 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 him 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. For an organization to be run successful there should be satisfied employees. Satisfied employees will make an asset to company in terms of productivity, reduced leaves, retained employment, motivated, etc.

Employee satisfaction is an important aspect in an organization. Employee satisfaction includes involvement, motivation, commitment etc towards organization mission and vision goals R R Hastings (2012). 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 from many research scholars, practitioners and associated people convey that employee's satisfaction is important in the modern era. Hence this study employs factors influencing employee satisfaction and also finding out the association between designation and work experience. It is indicated that work related experienced employee

will be highly satisfied compared to others and also high designated people will have higher job satisfaction. In fact, work experience will be a criteria for employee job satisfaction.

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. 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 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.

IV. REVIEW OF LITERATURE

According to Herzberg, (1959) there are different factors such as motivating factors and protective factors which influence the job satisfaction and productivity of employees. Motivating factors include achievement, performance, recognition, promotion and things related to the job and personal development. These factors provide job satisfaction while protective factors provide dissatisfaction. As Herzberg said Maslow's hierarchy needs theory is also a great platform for job satisfaction. F W Taylor (1911) focussed on "employees and their job duties to develop better ways to train workers". Bullock, (1952) said that "job satisfaction as an attitude which results from a balancing and summation of many likes and dislikes experienced in connection with the job".

According to the Lau, C. M. and Chong, J. 2002, job satisfaction is the individuals' behaviour in the work place. Smith, (1955) said that job satisfaction is an employee's engagement of how well his or her job satisfied his various needs.

Armstrong, M. (2006) said that attitude and feelings people have about their work, if people have positive and favourable attitudes towards the work then it indicates job satisfaction and if people have negative and unfavourable attitudes towards the work it indicates job dissatisfaction. In fact, a satisfied employee is an asset to the organisation.

Maslow (Maslow1943) introduced the "hierarchy of needs which can be classified into one of five categories: physiological needs (e.g., food, water, air, shelter), safety and security needs (e.g., protection, stability), social needs (e.g., friendship and belonging), esteem needs (e.g., achievement), and self-actualization (e.g., self-fulfilment). He saw that physiological needs are the strongest, followed by safety and security needs, social needs, esteem needs, and then self-actualization."

McGregor (1960) and Bass (1965) argue that "job satisfaction lies in the need-satisfying potential of the job environment." Clark, (1996) women to be more satisfied than men, they are more dominated among women in both authority and dominance, and they are given more challenging responsibilities than female counterparts.

Watson (1981) which shows that married employees are more satisfied than the unmarried employees. There is a link between job satisfaction and motivation to organizational commitment. (Locke, E. A. 1976). In this paper compensation, reward, recognition, and wages are terms used in different situations (Zobal, 1998). "The compensation is defined by American Association is "cash and non-cash remuneration provided by the employer for services rendered" (ACA, p. 9). Salary was found to be the prime factor for the motivation and job satisfaction of salaried employees of the automobile industry from the results of the survey by (Shukla, Bharti, & Tiwari, A. K 2016)". Spector (1997) has reviewed the most popular job satisfaction instruments of job satisfaction are "Appreciation, communication, co-workers, fringe

benefits, job conditions, nature of the work itself, the nature of the organization itself, an organization's policies and procedures, pay, personal growth, promo promotion opportunities, recognition, security and supervision,

Job satisfaction and its relating factors". Frazier, (2005) job satisfaction has both intrinsic and extrinsic motivation factors. "Intrinsic motivation, the employer can take care of the employees' interest, including their passion, drive, creativity, and energy". Whereas extrinsic motivation factors include "positive reinforcement to the employees such as raising their salary, giving them compliments, giving them more important tasks and so on." job satisfaction is an affective orientation on the part of individuals toward work roles which they are presently occupying. (Vroom, 1964). Job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs (Shukla, Bharti, 2019).

It results from their perception of their jobs and the degree to which there is good fit between the individuals and the organizations. Job satisfaction has been correlated with enhanced job performance, positive work values, and high levels of employee motivation and lower rates of absenteeism, turnover and burnout. Therefore, managers should be concerned with the level of satisfaction in their organization and the ultimate aim for those who organize and control workers is dissatisfaction (Malhorta, N. & Mukerjee, A. 2004).

V. IMPORTANCE OF JOB SATISFACTION

1. Helps in Employee Retention
2. Increase Productivity
3. Reduce Turnover,
4. Improved Teamwork
5. Increases Quality of Service
6. Enhances Employee Loyalty
7. Reduce Absenteeism
8. Deliver Superior Value to Customers
9. Increased Performance
10. Happiness/ of Employee

VI. BACKGROUND OF STUDY

The retaining an employee is nothing but getting their commitment with the organization and it is possible only if organization provides a feeling of pleasure in working and living with them. Retailing was never an activity of interest and considered as part of marketing but it is now demand and requirement of time that retailing is in focus. Considering these views, a study was planned to know job satisfaction and organizational commitment of the employees working in organized retail outlets in India. The objective of present study was to know the factors that lead an employee to feel homely in the organization, and get attached to the job and the organization. Attachment to the job and the organization both are major area of interest for the employer Therefore, a study on job satisfaction and organization commitment among employees in organized retail outlets is done.

VII. OBJECTIVES OF THE STUDY

To find out the relationship and impact of age, gender, qualification of employees on compensation interpersonal relation, policies, recognition and advancement in retail sector of Lucknow.

- To measure the satisfaction level of the employees.
- To study the employee's perception towards organization.
- To study the attitude of the employees towards their work.
- To identify the factors that motivates the employees.
- To study best practices and methods to enhance commitment and employee retention

VIII. RESEARCH METHODOLOGY

The type of research work is descriptive type using a structured questionnaire type of data collection tool with a sample of 100 employees at Spencer and Big Bazar.

Primary data is collected using both structured questionnaire and by direct interacting with the employees.

Secondary data was gathered using company's websites, handbooks and from journals, textbooks etc.

Data collection: - The data are collected from the employees (respondents) by administrating a structured questionnaire, Observation method, Interview and discussion with management. For the Collection of Secondary data-Text books, Reference books, journals, Internet will be used.

A single questionnaire had been created and administered in Spencer's and V-Mart, big bazaar Lucknow the target audience for this study were working employee in the age group of 25-45.

Sample size: - 100 employees of different retail sectors from v-mart, spacer, and big bazaar are selected for Research.

Research Design: - A descriptive research design shall be adopted for the purpose of this study.

Sampling Method: - Sampling method which is selected for this study is Random sampling and convenience sampling.

IX. DATA INTERPRETATION AND FINDINGS

- 1) Your work is according to your qualification and skills finding: -according to statement of employees there are 51% employees who are agree whereas 22% strongly agree that their work is according to their qualification.
- 2) Rate your overall satisfaction with your job: Findings: -study shows that only 47% are satisfied with their organisation whereas 44% are moderate satisfied and only 3.6% are highly satisfied with their job.
- 3) Which of the following factors which motivates you most? Finding: -Study shows that 38% are saying that promotion motivates more than anything whereas 12.5 % are saying that salary increment motivates them.

X. LIMITATION OF STUDY

1. 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.
2. Due to limitation of time the research could not be made more detail.
3. Due too confidentially of some information accurate response is not revealed by some respondent.
4. Some of the replies might be biased. Respondent had marked the answers in questionnaire which may be socially incorrect of actual their feeling.

XI. SUGGESTIONS

- 1) The present research was conducted on a smaller sample of employees working in Spencer's big bazar and V-Mart which is limited in size; further research can be conducted on larger sample including other colleges from different cities and regions
- 2) Studies regardless religion, cast and creeds on married and unmarried, male and female, which seems to be a neglected area of research can also be carried out.
- 3) In the present investigation interview method and projective techniques could be used, besides using the questionnaire for data collection to validate the results of the present investigation. Further, this kind of research can also be conducted on, burnout, job motivation Organizational commitment, Job Involvement and quality of work life dimension.

CONCLUSION

From the analysis we can conclude that the job provides opportunity to employees to use their skill at work place. Numbers of employees are satisfied that they are getting flexibility in co-coordinating with work and they are satisfied with the existing culture of organization and they are showing their involvement and commitment with their organization. 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 employees. This survey 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. Job provides an opportunity for the employees to exercise their skills at work place. From analysis it was observed that there is a scope for the improvement of working conditions.

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