

Retail Employee Engagement in Hyderabad

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Abstract

Employee engagement has emerged as potentially important employee performance and organizational management topic, however, the definition and measurement of engagement at work, and more specifically, retail store employee engagement, is poorly understood. The objective of this paper is to examine the current degree of employee engagement in retailing industry in Hyderabad. The study also focused on measuring the level of job satisfaction, managing stress, relationship with peers/colleagues, distribution of work and work life balance which influence the degree of employee engagement in Retailing Industry in Hyderabad. The paper assumed that there is no significant difference between the degree of employee engagement by gender and retail formats. Analysis of variance is applied for testing the hypothesis.

Keywords

Engagement, Work environment, Scoring Scale, Engagement in Retailing.

I. Introduction

Engagement at work was conceptualized by Khan, (1990) [1] as the 'harnessing of organizational members' selves to their work roles. In engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. The second related construct to engagement in organizational behavior is the notion of flow advanced by Csikszentmihalyi (1975, 1990) [2-3]. He defines flow as the 'holistic sensation' that, people feel when they act with total involvement. Flow is the state in which there is little distinction between the self and environment. When individuals are in flow state little conscious control is necessary for their actions. Employee engagement is the level of commitment and involvement of an employee towards organization and its values [4]. An engagement employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. It is a positive attitude held by the employees towards the organization and its values. The organization must work to develop and nurture engagement which requires a two-way relationship between employer and employee. Thus employee engagement is barometer that determines the association of a person with the organization.

II. Objectives of the study

- To study work environment in Retail industry
- To measure the degree of employee engagement in Retail industry

III. Research Methodology

To fulfill the objectives of the study, various tools and techniques are adopted for data collection and analysis as given below.

A. Sample size and Sampling technique

The sample size is 100 employees of the selected retail stores in retailing industry. The respondents are selected from different

retail stores such as Big Bazar, Shopper's Stop, Hyderabad Central, Pantaloons, Value Mart, Spencer's, Reliance Fresh, More, and Life Style by using convenience sampling method. These stores were classified in to Hyper Market and Convenience Stores based on the size of the store space for testing the hypothesis. Hyper Market includes Big Bazar, Shopper's Stop and Hyderabad Central, where as convenience stores include Value Mart, Life Style, Pantaloons, Spencer's, Reliance Fresh, and More.

B. Data Collection and Analysis

The data is collected from primary and secondary data sources. The primary data is collected from the employees who are working in various retail stores in Hyderabad by administering a structured questionnaire. The secondary data is collected from relevant records of the selected companies, relevant journals, magazines, news papers and related websites. Analysis of variance (ANOVA) is applied to test the hypothesis.

C. Hypothesis

There is significant difference between the degree of employee engagement by gender and retail formats in Hyderabad.

D. Scoring Scale for Employee Engagement

The following is the scoring scale to assess the level of employee engagement that may currently exist in an organization based on the results of retail employees' response to the questionnaire [5].

41-50 points

Employee in the organization feel engaged in their jobs and is proud of the organization and its values.

31-40 points

Employees feel engaged to a certain degree in their jobs and believe in some of the organization's beliefs and values.

21-30 points There exists a moderate feeling of engagement and support of the organization's values but also negative attitudes concerning these issues as well depending on the area of concern for employees.

11-20 points

The predominate feeling and attitude in the organization is that of not being engaged in their jobs or supportive of the organization. There is a great deal of negativity about working for the organization and a desire to leave on the part of many employees.

0-10 points

there is definitely a moral problem in the organization. Employees are not feeling engaged in any way in their jobs nor do they have positive feelings about the organization's principles, values, or commitment to anyone including customers. It is likely in this type of a work environment that employees only come to work for a paycheck and bring no real commitment or loyalty to the organization.

IV. Data Analysis

A structured questionnaire which consists of 15 questions is filled up by the various selected retail employees. First 10 questions are related to employee engagement parameters and the next questions related to working environment at the stores. Analysis of Variance is applied for testing hypothesis. This session includes work environment and employee engagement in retailing as follows.

A. Work environment in retailing

Table 1 shows the work environment in retailing industry. The parameters considered for the study is work distribution and assignment, relationship with peers/colleagues, work related stress, work life and family life balance, and job satisfaction. The data is classified based on gender and parameters on which retail employees are satisfied or dissatisfied. It is observed that 81% of the total respondents are satisfied on work distribution and assignment, 95% of the respondents are enjoying relationship with their peers/colleagues, 80% of the respondents are able to manage their work related stress, 83% of the respondents are satisfied with their job, but only 39% of respondents are able to balance their work life and family life. It is also observed that 19% are not satisfied on work distribution and assignment, 5% are not enjoying the relationship with peers/colleagues, 20% of the respondents are not able to manage their work related stress, 17% of the respondents are dissatisfied with their job, 61% of the respondents are not able to balance their work life and family life. The level of satisfaction on work environment is more in case of male than female; where as the level of dissatisfaction on work environment is more in case of female than male. Male and female are more satisfied on the relationship with peers/colleagues and more dissatisfied on work life balance.

B. Employee Engagement in Retailing

Table 2 shows number of respondents to what extent they are agreed up their degree of different parameters considered for the study in percentage. 49% of the respondents are able to control their job with great extent, 35% reasonable extent, 15% fair extent and 1% a little extent. 43% of the respondents are provided available resources at a great extent, 37 % at reasonable extent, 19 % at fair extent, and 1% at a little extent by the retail store to perform the job. 61% of the respondents are getting recognition for their performance at a fair extent, 29% at a reasonable extent and only 6% at a great extent in the industry. 38% of the respondents are agreed upon at fair extent for provision of rewards for their work, 30% at a little extent, 12% at a reasonable extent and only 7 % at a great extent in the retail industry in Hyderabad. 47% of the respondents are felt at fair extent their ideas and suggestions are listened, 26% at a reasonable extent, 17% at a great extent and 10% at a little extent. 47% of respondents agreed upon at a fair extent retail stores give importance to the individual needs, 20% at a reasonable extent, only 8% at a great extent and 20% at a little extent by the retail stores in Hyderabad. 33% of the respondents are committed towards their services to the same retail store, 19% at a great extent, 29% at a fair extent and 12% at a little extent. 3% of the respondents are not committed to continue the service in the same retail store. 38% of the respondents are agreed up to refer his/her friend or colleague to work in the store, 42% are at fair extent, 15% are at a great extent and 5% are at a little extent. 44% and 44% of the respondents feel that their retail store has strong image in the industry at a fair extent and image in the community at a reasonable extent.

Table 1: Work Environment in Retailing

Parameters	Satisfied			Not Satisfied		
	Male	Female	Total	Male	Female	Total
Work Assignment	51	30	81	9	10	19
Relationship with Peers/ Colleagues	58	37	95	2	3	5
Work related Stress	46	34	80	14	6	20
Work Life Balance	25	14	39	35	26	61
Job Satisfaction	50	33	83	10	7	17

Table 2: Employee Engagement (in %)

Engagement Parameters	To a great extent	Reasonable extent	Fair extent	Little extent	None
Control over the job	49	35	15	1	0
Availability of tools and resources	43	37	19	1	0
Recognition for performance	6	29	61	3	1
Provision of fair rewards for work	7	12	38	30	13
Recognition for ideas and suggestions	17	26	47	10	0
Importance to the individual needs	8	20	47	20	5
Employee commitment for the next 3 years	19	33	29	12	3
Refer a friend/ colleague	15	38	42	5	0
Image of the company in the Industry	28	23	44	5	0
Image of the company in the community	34	46	15	5	0

C. Hypothesis testing

H0: There is no significant difference between the degree of employee engagement by gender and retail formats in Hyderabad.

H1: There is significant difference between the degree of employee engagement by gender and retail formats in

Hyderabad.

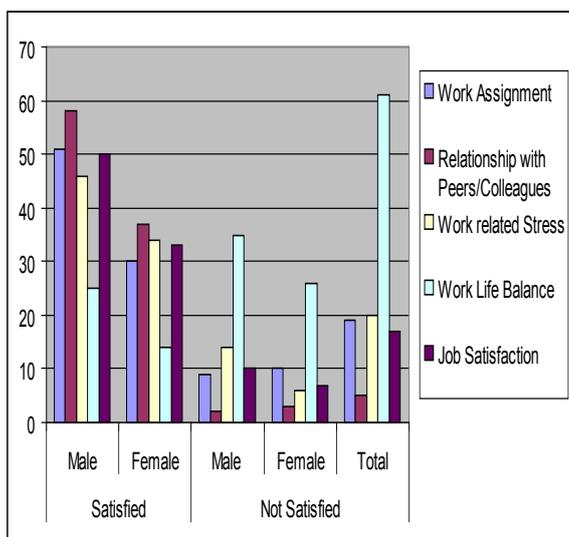


Fig. 1: Work environment in Retailing

Table 3: Employee Engagement

Retail Format	Male	Female	Total Average
Convenience Store	36.1	35.71	35.92
Hyper Market	35.7	36.17	35.94
Total	71.8	71.88	35.93

By applying Analysis of Variance Two-Way Classification for the above table, it can be observed that, for $u_1 = 1, u_2 = 1$ $F_{0.05}(\text{Gender}) = 161.45$, for $u_1 = 1, u_2 = 1$ $F_{0.05}(\text{Retail Formats}) = 161.45$. The calculated values of F are more than the table values at 5% level of significance. So, the null hypothesis is rejected and alternative hypothesis is accepted i.e., there is significant difference between the degree of employee engagement by gender and retail format. Hence, Employees feel engaged at a certain degree in their jobs and believe in some of the organization's beliefs and values in retailing industry in Hyderabad i.e. the level of employee engagement is 71.86%.

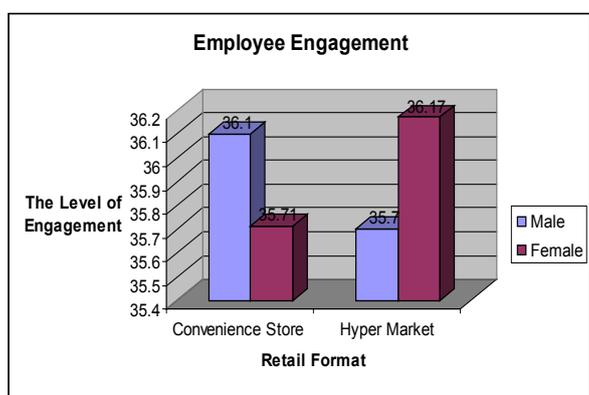


Fig. 2: Employee Engagement in Retailing

V. Conclusions

- There is significant difference between the degree of employee engagement by gender and retail formats in Hyderabad.
- Employees feel engaged at a certain degree in their jobs and believe in some of the organization's beliefs and values in retailing industry in Hyderabad i.e. the degree of retail

employee engagement is 71.86% in Hyderabad.

- The Level of job satisfaction is very high (i.e. 83%) in retailing industry in Hyderabad.
- In retailing 61% of the employees are not able balance work life and family life in Hyderabad.

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