

Determinants of Employee Job Satisfaction in Retail Sector

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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. The result shows that salary, efficiency in work, co-worker relation, job security, reward, welfare schemes etc. are the most important determinants contributing to job satisfaction. The overall job satisfaction of the employees in retail sector is at the positive level. Data was collected through a self-administered survey questionnaire. Simple random sampling is used for collection of data from 50 employees. This paper presents a comprehensive diagnosis of job satisfaction of retail business, the factors causing the dissatisfaction & suggestions to improve them.

Keywords: Job Satisfaction, Pay Satisfaction Efficiency, Security.

INTRODUCTION:

Different authors have different approaches towards defining job satisfaction. Some of the most commonly cited definitions on job satisfaction are analyzed in the text that follows. Human resource is an important asset in any organization to improve productivity.

Hoppock defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Hoppock, 1935). According to this approach although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction.

Vroom in his definition on job satisfaction focuses on the role of the employee in the workplace. Thus he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying (Vroom, 1964).

Employee job satisfaction refers to a collection of positive and negative feelings that an employee holds toward their job. Job Satisfaction is a part of life satisfaction. It is the amount of pleasure or contentment associated with a job. Job Satisfaction is an emotional response to a job.

There are a variety of factors that can influence an employee's level of job satisfaction. Some of these factors include the pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, discrimination, relaxation etc. In order to increase employee job satisfaction, organization should set the objectives such that they should meet the company expectation as well as employee expectation such as good relationship between management and employees, good pay, better working conditions, training and education opportunities, career growth (Mezrig achour and Bouguesri Sarra, 2017).

The most common way of measurement is the use of rating scales where employees report their reactions to their jobs. Questions relate to relate of pay, work responsibilities, variety of tasks, promotional opportunities the work itself and co-workers. Some questionnaires ask yes or no questions while others ask to rate satisfaction on 1 – 5 scale where 1 represents “not all satisfied” and 5 represents “extremely satisfied”

REVIEW OF LITERATURE:

Several past studies were conducted to study the employee job satisfaction in retail sector. A brief literature of review of these studies is provided below.

Abdul Raziqa and Raheela Maulabakhsha (2014) developed motivational model for job satisfaction and their findings shows that the job related factors can be divided into two categories, i.e Hygiene factors and motivation factors.(2014)

Brikend Aziri, (2011) conducted a study to relate factors such as nature of work, salary and work conditions to the job satisfaction. His findings showed job satisfaction depends on series of factors such as the nature of work, salary, advancement opportunities, management, work groups and work conditions. He concluded these are major challenges for today's organization.

Similarly a study by Daljeet Singh Wadhwa, Manoj Verghese and Dalvinder Singh Wadhwa (September 2011) was conducted on employee satisfaction in cement manufacturing of Chhattisgarh. Their work emphasized mainly on three factors namely behavioral, organizational and environmental factors. A relation was developed to find relation between job satisfaction and various factors. In conclusion it was reported that all the above mentioned factors have a positive impact on job satisfaction.

RESEARCH OBJECTIVES:

The objective of the study is as follows:

- i. To assess the satisfaction level of employees in retail sector
- ii. To identify the determinants which influence the job satisfaction of employees
- iii. To rate the determinants which influence the job satisfaction of employees

SCOPE OF THE STUDY:

This study emphasis in the following scope:

- i. To identify the employees level of satisfaction upon that job.
- ii. To identify the determinants influencing on job satisfaction.
- iii. This study is helpful to identify the area of satisfaction and dissatisfaction of job of the employees.

LIMITATIONS OF THE STUDY:

- i. The survey is subjected to the bias and prejudices of the respondents. Hence 100% accuracy can't be assured.
- ii. The researcher was carried out in a short span of time, where in the researcher could not widen the study.
- iii. The study could not be generalized due to the fact that researcher adapted personal interview method

METHODOLOGY:

A survey and questionnaire method is applied in this study for 50 respondents. The researcher has used both the primary and the secondary data for the purpose of this study. Secondary data were collected from available books, publications, research studies, articles and websites.

In this research, MINITAB 17 was used to analyze the data using one way ANNOVA Test.

Null Hypothesis:

There is significant relationship between employee job satisfaction and its determinants.

Employees are more satisfied with the Group A determinants.

ANALYSIS & RESULT:

The employees response is categorized into three groups i.e. A, B & C as per the preference given by the employees. Employees have given more preference, less preference and least preference to the Group A, Group B & Group C determinants respectively. Further the observed data is represented in a single column for analysis.

Table 1: Employees response towards the determinants of job satisfaction

Group A		Group B		Group C	
Determinants of job satisfaction	Employees response	Determinants of job satisfaction	Employees response	Determinants of job satisfaction	Employees response
Salary	26	Relationship with manager	24	Any kind of discrimination	22
Bonus & incentives	33	Appreciation & reward	36	Relaxation at lunch break	30
Work environment	49	Compensation package	30	Continuous feedback	29
Job security	45	Welfare schemes	35	Supervisors active involvement in employees career development	30

One-way ANOVA: Group A, Group B, Group C

Source	DF	SS	MS	F	P
Factor	2	228.7	114.3	2.17	0.170
Error	9	474.3	52.7		
Total	11	702.9			

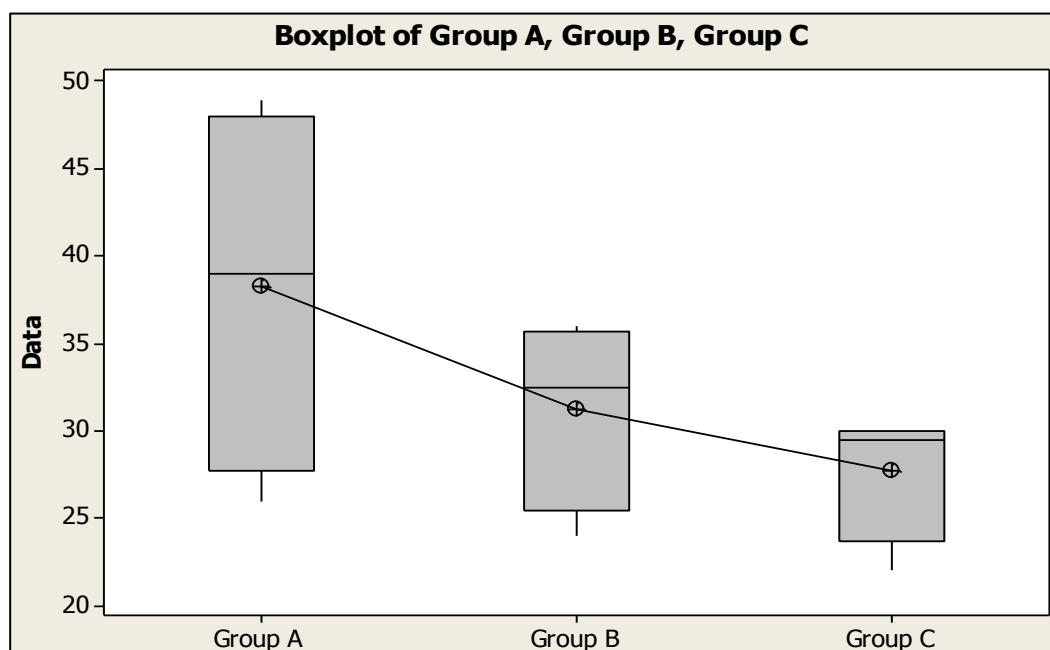
S = 7.259 R-Sq = 32.53% R-Sq(adj) = 17.54%

Individual 95% CIs For Mean Based on Pooled StDev

Level	N	MeanSt	Dev	--+-----+-----+-----+-----
Group A	4	38.250	10.626	(-----*-----)
Group B	4	31.250	5.500	(-----*-----)
Group C	4	27.750	3.862	(-----*-----)
				--+-----+-----+-----+-----
				21.0 28.0 35.0 42.0

Pooled St Dev = 7.259

Figure 1: Boxplot of Group A, Group B, Group C



DISCUSSION AND CONCLUSION:

The analysis of data reveals that, the hypothesis is accepted since p value is greater than 0.5 i.e. employees are more satisfied with Group A determinants (I.Arul Edison, 2018).

Boxplot (fig 1) shows that means of all groups are different i.e. means for Group A is different from means of Group C.

From the aforesaid result, it is observed that most of the employees are satisfied with the determinants like salary, bonus, job security etc than the appreciation, reward, compensation packages, feedback etc. Thus in order to achieve goals of the organization, organization should concentrate on the other determinants which are mentioned in the Group B and C to increase the rate of employee job satisfaction.

ACKNOWLEDGEMENT:

The authors would like to thank the management authorities of Rani Parvati Devi College of Arts and Commerce, Belagavi, for their kind support. The authors are grateful to Dr. A. A. Desai and Prof R V Bhat for giving all the encouragement needed which kept the enthusiasm alive.

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