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INTERNATIONAL JOURNAL OF ADVANCED RESEARCH (IJAR)

Article DOI:10.21474/IJAR01/14764
DOI URL: <http://dx.doi.org/10.21474/IJAR01/14764>



RESEARCH ARTICLE

A STUDY OF EMPLOYEE SATISFACTION AND ITS IMPACT ON EMPLOYEE PERFORMANCE WITH SPECIFIC REFERENCE TO ORGANIZED RETAILING IN NAGPUR

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Manuscript Info

Manuscript History

Received: 19 March 2022
Final Accepted: 25 April 2022
Published: May 2022

Key words: -

Employee Satisfaction, Empowerment,
Employee Performance

Abstract

The Employee Satisfaction Survey is part of the Strategic Framework, and will be one of several measures used to indicate overall organizational performance. Organizations spend an inordinate amount of time and energy focusing on service output, or the customer experience, often without giving thought to what the employees are experiencing along the way. The best way to realign the customer service strategy is to consider shifting your primary focus from the customer experience, to the employee experience. Employee Success and Satisfaction is an important indicator in company's success and continuous growth. This study finds out various factors underlying employee satisfaction. To achieve the aim of the study questionnaire survey was used. The results show that there is direct impact of all the factors in the organization. Job satisfaction is related to different Socioeconomic and personal factors, such as: Age, Sex, Incentives, Working Environment, Education, duration of work etc. The present paper will highlight different factors affecting job satisfaction in retailers such as India retail employee such as IndiaBulls mart, Apna Bhanadar, Purti Superbazar, Big Bazar, Pyramid, and Day To Day in the Nagpur region Bulls mart, Apna Bhandar, Purti Superbazar, Big Bazar, Pyramid, and Day To Day in the Nagpur region, India.

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Introduction:-

Companies are building beautiful stores, enticing restaurant concepts and impressive new terminals to offer an increasingly impressive array of goods and services to the customer. The question is, are we balancing the physical, structural and inventory focus of our airports/shops/malls with the essential human element that passengers/customer remember most? Do companies, for example, allocate the same energy, thoughts and resources to create a positive employee experience as we do to create a funky new airport pub, restaurant or retail concept? The employee experience is paramount, as it will determine the success or failure of what the customer experiences in the business. The storefront can be spotless, your menus to die for, but without friendly and efficient customer service, a passenger literally can be, and will be left stranded. When employees are motivated, when they understand their role in service success, and when they feel involved in the development of your service strategy, the customer will be the first to notice. Front line employees and managers ultimately determine the outcome of the customer experience - they make or break us - yet, many companies continue to ignore the value of a positive service culture and the process of maintaining & elevating it continuously. Consider for a moment the top-ranking service companies in the town & the conclusion will be an obvious and common theme: "satisfied employees yield satisfied customers"!

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Employee Satisfaction – Key To Success:-

Employee Satisfaction is an important indicator in company's success and continuous growth. It is not only important for companies to be able to generate new business opportunities but also ensure that they have satisfied existing customers. A satisfied customer not only provides good feedbacks to the account manager during the development of the project, it can also provide good references that helps in forming business relationships with new customers.

Employee Success and Satisfaction is another important indicator of company's success. Growth of an employee in the company should be well aligned with the growth of the company. A company cannot sustain growth if its present employees are not satisfied with their growth path in the company and are therefore looking for better opportunities in the company. Any work needs to be motivated with passion if we need quality work. Passion can be generated only when the employees are satisfied with their self-growth and hence can work for the growth of the company.

Empowerment of Employees is also a key element that measures a company's success. Maintaining a hierarchy in any company is important; however, it is equally important if the employees are empowered to follow a culture where there is no hesitation in placing their view points for discussion and it is easy to have two-way communication. A healthy work environment is indicated if the growth of employee is governed by his / her performance and not by other external factors.

Quality, Integrity and Discipline are other key factors for a company's growth. Quality in work comes from the maturity of the processes followed in a company whereas integrity and discipline become integral part of the company work culture.

Aims And Objectives:-

1. To examine which employee attitudes, give rise to excellent customer service.
2. How important is employee satisfaction as a driver of customer satisfaction?
3. Is employee commitment the more important cause?
4. Whether excellent customer service emerges from reciprocity of the employees' satisfaction?
5. Whether employee's identification matches with that of an organization.
6. Examine the relative importance of employee satisfaction and commitment for employee retention.

Research Hypothesis: -

Hypothesis for this study is as follows

1. Employees that interact with customers are in a position to develop awareness of and respond to customer goals and needs.
2. Satisfied employees are motivated employees; that is, they have the motivational resources to deliver adequate effort and care.
3. Satisfied employees are empowered employees; in other words, they have the resources, training, and responsibilities to understand and serve customer needs and demands.
4. Satisfied employees have high energy and willingness to give good service. At a very minimum, they can deliver a more positive perception of the service/product provided.
5. Satisfied employees can provide customers with interpersonal sensibility on social account.

Research Plan: -

Data Collection: -

The study is exploratory, descriptive as well as casual. Primary data is collected from different mega stores and shopping malls with the help of structured questionnaire, targeting retail employee such as IndiaBulls mart, Apna Bhandar, Purti Superbazar and Big Bazar in the Nagpur region. The exploratory research helped in developing the hypotheses through the analysis of secondary data, descriptive research was used in order to study the strategies and trends in the Indian retailing industry. Annual Report of Mega stores and shopping malls, Magazines like Business Standard, Books and journals related to Retail marketing were used for secondary data.

Sampling Frame: -

The sampling frame for this study was the list of the store managers/operations managers of the retailing outlets covered during the survey. A sample survey was conducted to collect data from various sources. For this

purpose, sample was chosen from all different Mega stores and shopping malls in Nagpur region. Customer sampling is done with the help of random sampling and cluster sampling method during the working hours of Mega stores and shopping malls.

Sample Size: -

As the population was limited in this case, a small sample of five retailers in Nagpur was taken. Sample Size taken was 500.

Sampling Technique: -

For the purpose of this survey, non-probability sampling technique of Quota Sampling was employed as the sample size was small and fixed and the sampling unit was clearly defined.

Review Of Literature:-

The critical piece of the employee experience is training and development. Employees should be equipped with the skills they need to excel at their jobs and have opportunities to continue to learn and develop. They should be able to check in and touch base with their managers to keep track of their progress and discuss any questions or concerns as they arise. A large part of employee experience revolves around understanding what employees need and want and gaining insight into their work preferences. By learning about employee preferences, companies will be able to make necessary changes to the workplace. This isn't to say that everything needs to revolve around employees' demands, but there are many places where change can be enacted at a minimal cost and effort.[1]

Several studies on job satisfaction of industrial sales people have followed a multi attribute approach to define and measure job satisfaction. Churchill, Ford and walker in their pioneering study defined job satisfaction in terms of seven attributes. These attributes dealt with satisfaction related to the retail sales person's: (i) Job (ii) fellow workers (iii) Supervision (iv) company policy and support (v) pay (vi) Promotion and advancement and (vii) customers. This classification of job satisfaction attributes for retail sales persons was more or less followed in subsequent studies though in certain studies job satisfaction measures developed in the larger organization context was modified for measuring job satisfaction of retail sales persons.

The multiplicity of approaches necessitates the adoption of context specific methodologies for identifying different facets of job satisfaction [2].

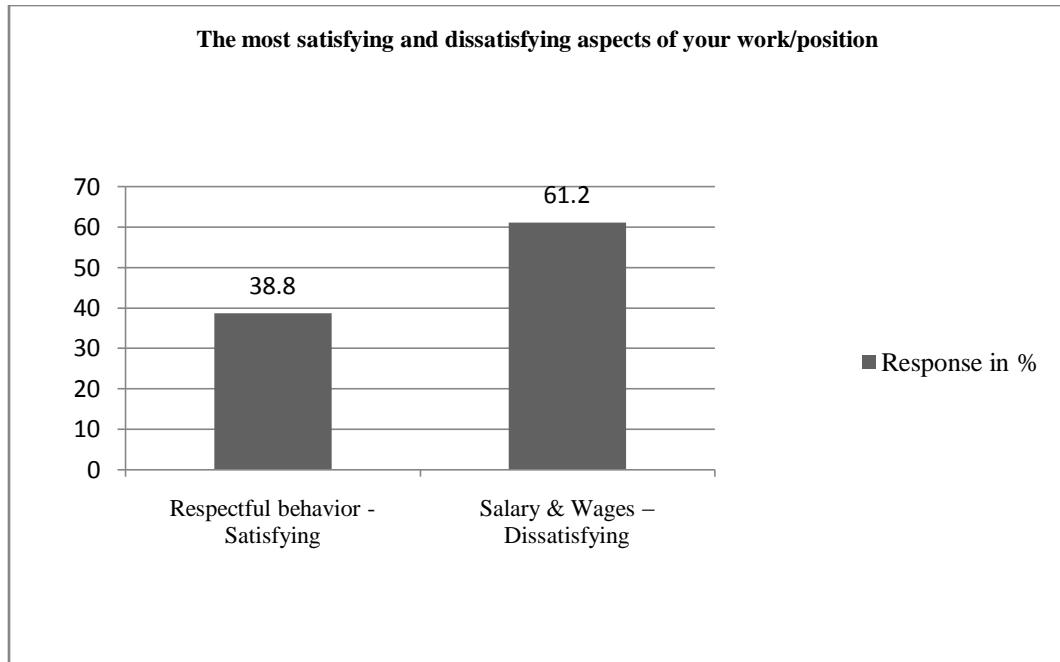
Motowidlo, Borman and Schmit defined job performance as the "aggregated value to the organization of the discrete behavioral episodes that an individual performs over a standard interval of time". As such, employees' net contributions represent their total value to an organization. Thus, for this study, a consolidated definition of employees' performance, derived from the literature is the recent net contribution value to organizational effectiveness and goals, attained in conjunction with people, determined by events under employees' control, in a particular environment [3].

The Hawthorne studies showed that people's work performance is dependent on social issues and job satisfaction, and that monetary incentives and good working conditions are generally less important in improving employee productivity than meeting individuals' need and desire to belong to a group and be included in decision making and work [4].

Data Analysis & Interpretation:-**Employee Satisfactions and Employee Performance Survey:-**

Employee satisfaction and their performance survey were conducted in Nagpur region, which mainly includes the employees from the organized retail sectors. Survey conducted in the light of understanding the employee attitude, their perception and their commitment towards the work.

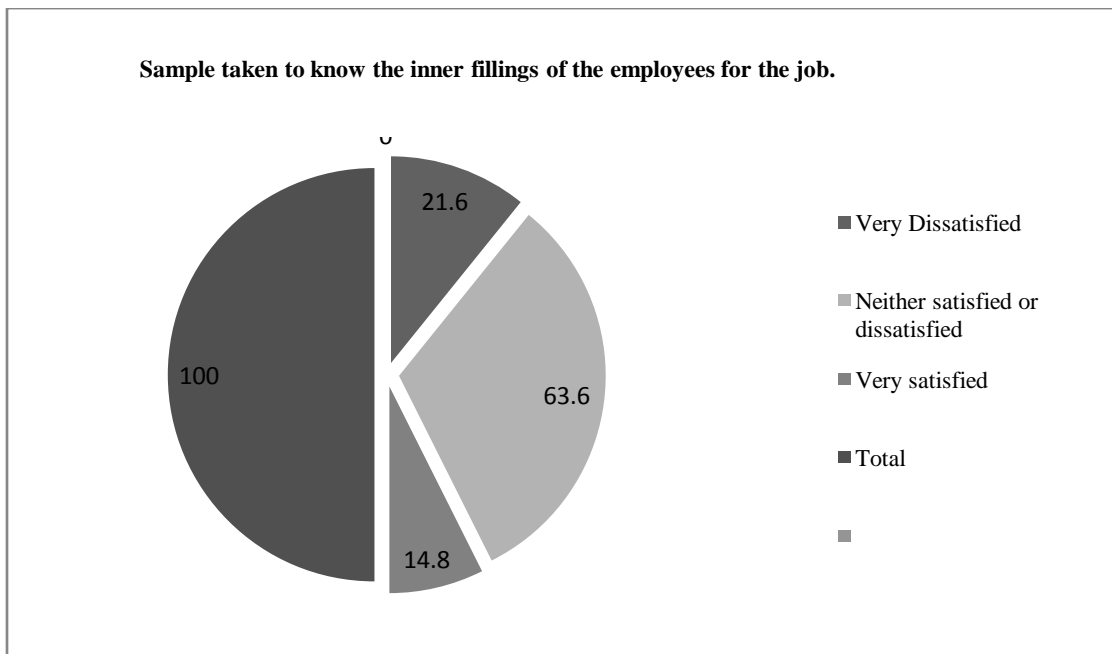
Employees from the retail sectors react as per questions asked to them. The questionnaire was framed in such a way to know the basic information of the employee satisfaction and employee performance, their objectives in life, their satisfaction level, their performance criteria etc.



Graph no. 1:- Sample taken to know the most satisfying and dissatisfying aspects of your work/position.

The reason behind this question is to find out the satisfaction criteria of the employees, at what level and at point they get satisfied or dissatisfied.

- a. 38.8% respondents said that they satisfy with the respectful behavior from the other staff members. This can be the most satisfying aspect of employee’s work place.
- b. 61.2% respondents said that they dissatisfy by the salary and wages aspects in the work place, because it is the most negligible aspect in any work place.

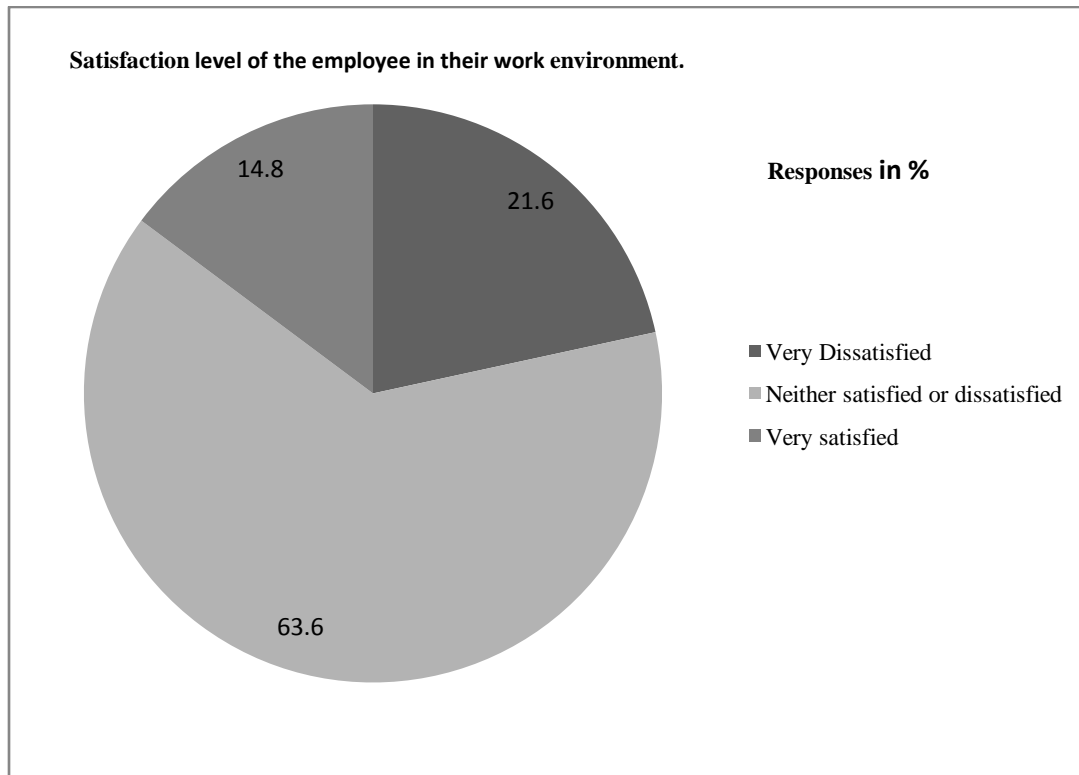


Graph no. 2:- Sample taken to know the inner fillings of the employees for the job.

- a. 10.6% respondents said that they have never thought about to leave the job.
- b. 17.8% respondents said that rarely they frustrate from the job and think for better option in the market.

- c. 20.4% respondents said that sometimes they think about to discontinue the job, due to work pressure and other environmental problems.
- d. 12% respondents said that they often think about to leave the job.
- e. 39.2% respondents said that all the time they think about to leave the job.

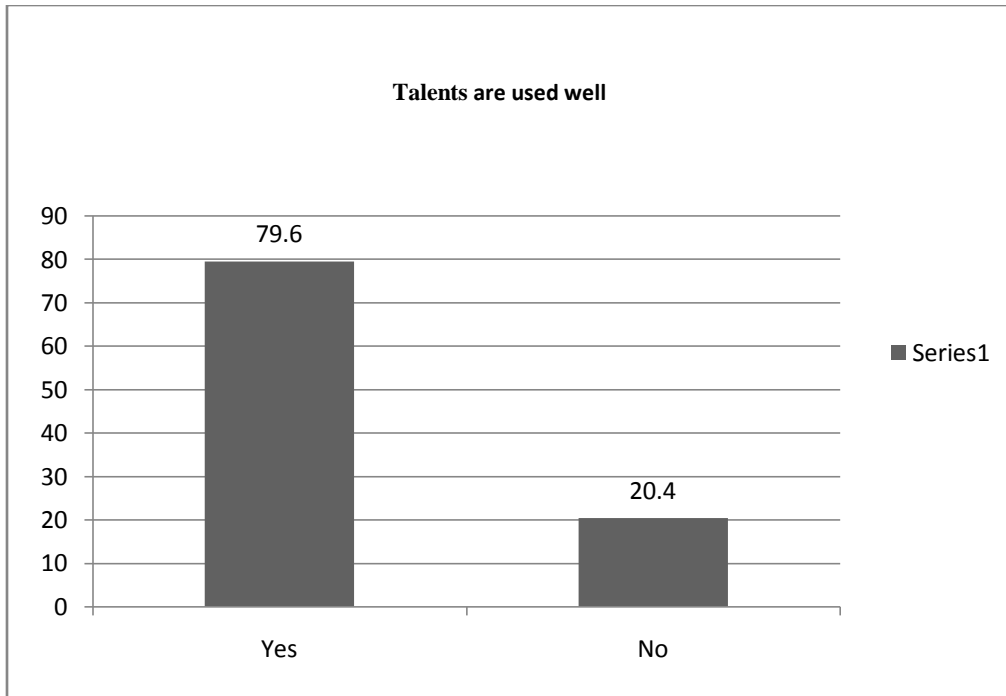
All above responses are the reactions of dissatisfaction and frustration, some are not willing to continue, some do not understand what to do, some are ready to leave but after getting the better options in the market.



Graph no. 3:- Sample taken to know the satisfaction level of the employee in their work environment.

Employees were asked about their satisfaction level in their work environment, all have given the mix reactions like:

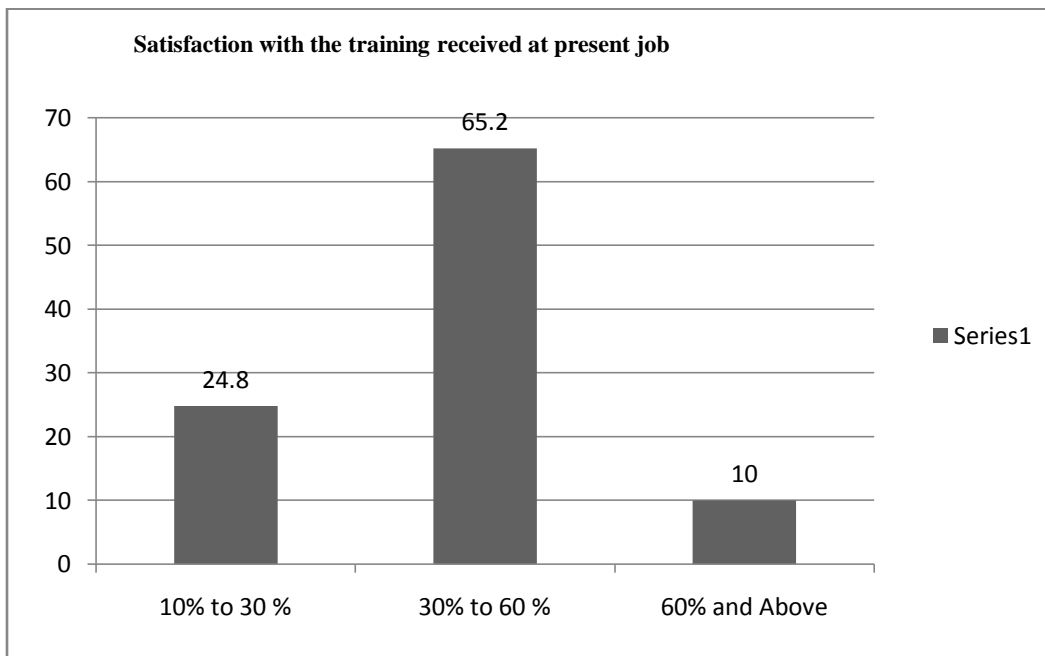
- a. 14.8% respondents said that yes, they are satisfied in their job environment, they are full satisfied and don't have any regrets.
- b. 63.6% respondents said in safer side, that neither they are satisfied not dissatisfied, reason maybe they are playing safe, rather they are neutral by the behavior, never pock their nose in any activity in the organization, they just do their work.
- c. 21.6% respondents said that they are dissatisfied because of the various reasons.



Graph no. 4:-Sample taken to know that whether talent of the employee is being used properly by the organization or not.

Employees were asked that their talent be being used properly in organization, out of that:

- a. 79.6% respondents said that yes, their talents are properly used in the organization and whenever needed they get the opportunity to grow organization encourage them.
- b. 20.4% respondents said that no, their talents are not being used properly in the organization. Organization under estimate them, they have caliber to prove but they don't get the opportunity, employees are not happy with the organization.



Graph no. 5:-Sample taken to know to find out the satisfaction level of the employee at the present job with the training received.

Employees were asked about their satisfaction level towards the training they received in the job, out of:

- a. 24.8% respondents said that they are not much satisfied with the training given by the organization. Their satisfaction level is less than 30%. Because their training is not so much effective, that can be used in the daily work.
- b. 65.2% respondents said that they are satisfied with the training given by the organization. Their satisfaction level is near about 60%, because the training given by the organization is very good and they are impressed with the training modules.
- c. 10% respondents said that they are very much satisfied with the training given by the organization. Their satisfaction level is more than 60%.

Conclusion:-

The basic premise of this study has been that the job motivation and employee satisfaction of employees in retail sector are strongly influenced by internal marketing. The results showed that the working conditions and hours, hygiene & sanitation, rest rooms, support from superior, and attitude of colleagues have highest influence on job satisfaction and motivation. Retail owners and managers should give careful attention to each aspect.

The store managers should play a prominent role in educating the employees about the benefits and encourage them by maintaining regular interaction with the employees.

The teamwork should be encouraged, since it results in positive attitude among them.

The retail sector is an emerging sector with potential opportunities and growth. Internal marketing is essential for the success of growing retail sector. The study reveals that there is a positive relationship between internal marketing and job satisfaction and motivation. The findings from this research would provide useful information to managers, organizations, personnel practitioners, and management practitioners.

Enhanced individual performance may also result in increased benefits and reduced organizational costs, and ultimately more effective organizational outcomes.

In conclusion, this study has made substantial progress towards meeting its main objective - to examine the 'happy-productive worker' thesis by investigating the relationship between managers' affective well being, intrinsic employee satisfaction and their contextual and task performance.

It is hoped that this study serves as a stepping-stone for further investigation into the employee satisfaction and employee performance.

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