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A STUDY OF PERCEPTION OF EMPLOYEES TOWARDS EMPLOYEE ENGAGEMENT IN RETAIL INDUSTRY

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ABSTRACT

Retail sector is one of the fastest growing sectors in India, especially over the last few years. The success of the any retail sector depends upon their employee's engagement towards their organization and also customers. The paper is an attempt to measure the level of employee engagement in retail organization. Also, to study the variation of employee engagement with the change in key dimensions such as wellbeing, involvement, fairness, information. The study is adopted structured questionnaire to collect the primary data. The study can help to understand how employee engagement varies with the change of key dimensions and present level of engagement. So that retail companies can focus on the key dimensions to improve the engagement level in enhancing customer satisfaction.

KEYWORDS

employee engagement, WIFI model, retail industry.

INTRODUCTION



One of the major challenges today involves fully engaging talented people, capturing their minds and hearts at each stage of their work, lives, in order to retain them. Some employees tend to love their organisation so much that they are willing to expend greater effort beyond their call of duty, so that the organisation benefits. Such emotional connection with the organisation/profession is called engagement and such employees are termed as more engaged employees.

Employee engagement is associated with many desirable outcomes, such as job satisfaction, intention to stay and job performance. Companies with a greater number of engaged employees typically have lower operating costs, higher customer satisfaction and higher profits. There is a tangible monetary benefit to companies investing time and resources in fostering higher engagement within their employees.

The task of precisely defining employee engagement activities is still ongoing, but it is most often defined in terms of behaviours exhibited in the workplace. Engaged employees are prepared to go the extra mile in pursuit of work place excellence. They are ambassadors for their organisations, who will speak highly of the company and its people, even when they are not in a work setting. An engaged employee is identifiable by workplace behaviours such as losing track of time as they are so absorbed in the task at hand.

OBJECTIVES

1. To study the level of employee engagement in Dmart.
2. To understand employees perception about employee engagement with respect to Well-being, Involvement, Fairness and Information.

LITERATURE REVIEW

According to Schmidt (1993), employee engagement is a modernized version of job satisfaction and it is a part of employee retention. Various consultancy companies and writers gave their opinion on engagement in many ways and few among which gives meaning to the today's retail environment engagement process. According to Harter (2002), engagement is an element of broader category of ideas known as well-being at work, which embraces emotional and cognitive elements. He views engagement as a driver of intermediate outcomes such as job satisfaction, commitment, fulfilment, caring and positive behaviors. Tower Perin(2003) points out that engagement is an invoking emotion and rational factors relating to work and the overall experience of work: emotional factors are linked with 'staff satisfaction, a sense of inspiration and the affirmation they get from their work and from being part of the organization'. Kahn (1990) defines employee engagement as the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. Employee Engagement is the positive feeling that employees have towards their jobs and also the motivation and effort they put into it (Macey & Schneier, 2008). According to Seijts & Crim (2006). Truly engaged employees are attracted to, and inspired by, their work ("I want to do this"), committed ("I am dedicated to the success of what I am doing"), and fascinated ("I love what I am doing")

EMPLOYEE ENGAGEMENT IN Dmart

STAFF ATTRITION AT Dmart in RELATION WITH JOB SATISFACTION

In Dmart at store level most of the employees are college students and undergraduates due to which the attrition is high. Many employees leave due to further studies, unsatisfied policies, low salaries, health problems, workload and inflexible corporate attitudes.

THE DETERMINANTS OF ATTRITION AT Dmart

1. Employees are concerned about the physical conditions of comfort, convenience, and safety. The working hours are very long and they are provided with less salary.
2. Even though employers respect and value employees. Sometimes employees feel that they are given no importance. Finally, they're not motivated to stay. Employees move to a place where they get the respect, motivation and appreciation.
3. At Dmart, employees are frustrated by too many rules of supervisors or peers, employees look for other opportunities.
4. Most of the old employees are job-oriented due to which the goal of working for Dmart is not clear. The desire is for training and development. If the employees don't find the growth opportunities with one organization, the employees move to the other organization where they can find career growth.
5. It is true that the employees want fair compensation. They often contend that —you can't pay me enough to stay here||. Sometimes employees don't mind to compromise at the other things if the salaries paid are good.

STORE LEVEL - EMPLOYEE ENGAGEMENT ACTIVITIES

Employee engagement is very important activity in the organization because fun and change is very necessary for the employee and it's also helpful in team building, creates belongingness towards company and motivates the employees of the organization. In Dmart the activities are conducted on regular basis with different ideas initiation taken by the management which is as follows:

- Star of the month
- Cultural program
- Birthday celebration
- Store anniversary
- Officer Lunch
- Best performer Board (monthly basis on the board name and photo are displayed)
- Sports event (cricket, Badminton, Kho-Kho)

- Festival celebration (On this day employee can come in casual dress)
- Organizational Trip (this trips are basically at middle and top management level)
- Incentive program
- Creative activities (Painting, Rangoli, Sandwich, Bhel making Competitions)
- Helping hand (In Diwali all back-end staff help in customer service at store level)

MANAGER'S ROLE IN DRIVING EMPLOYEE ENGAGEMENT

Managers are a step ahead in knowing their people than HR. Managers play a critical role in internal branding at Dmart. Managers have a key role to play encouraging motivation among their team. Every day to build, sustain employee engagement they are committed and identify the staff weak areas and develop them. Make the workplace fun. Managers select the right talent, makes new joiners feel valued by personal touch to help smoothly merge in teams. Communicate regularly with reviews and reward employee's loyalty.

RESEARCH METHODOLOGY

Data collection: The data is collected from primary and secondary data sources utilized. Well-structured questionnaires were prepared & the survey was undertaken. Feedback for the display has been taken by asking questions to employees & observation has also done to gather primary information. The secondary data is collected from the relevant records of selected company various books, and related websites

Sampling method: Since the study is restricted to retail sector in Dmart, all the respondents are found at the store only so according to the convenience, randomly they are being picked.

Sample size: A sample size of 100 respondents contacted during this research work. Sampling helped in keeping the path of research in focus throughout the work.

Questionnaire: The questionnaire is based on simple WIFI model to answer the questions related to Well-being, Involvement, Fairness and Information. Time allotted to the respondents to answer the questionnaire was less. Problem faced while collecting and filling questionnaire is some of the respondents were hesitant to answer the questionnaire. The respondents were not given choice to answer the questions. Likert scale was used in the questionnaire.

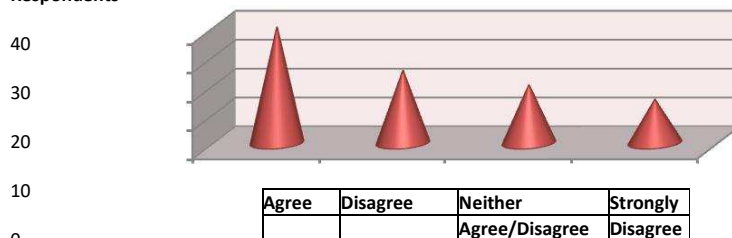
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DATA ANALYSIS

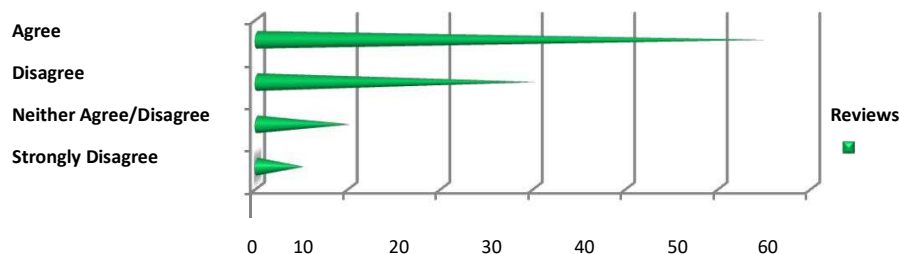
➤ WELL-BEING

1. My immediate line manager cares for me as a person

Respondents

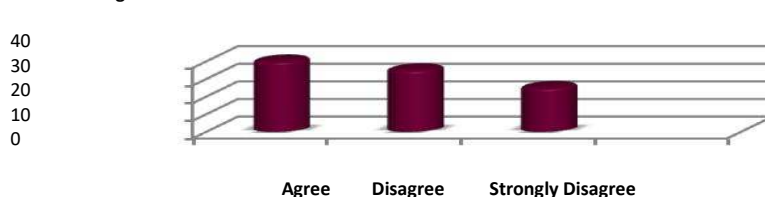


2. The organisation promotes the health and well-being of employees



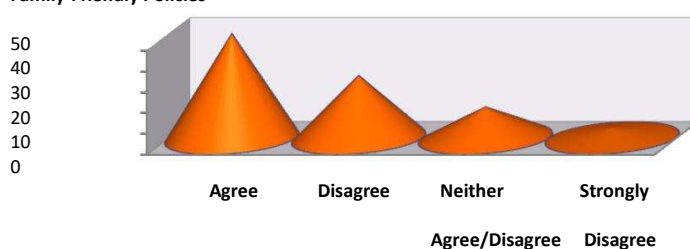
3. I am happy with my work-life balance

Talent Management



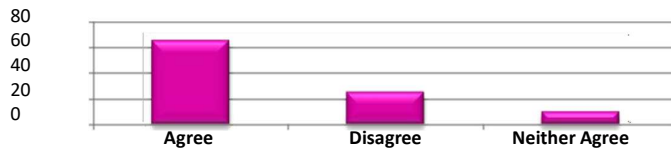
4. The organisation has appropriate family friendly policies

Family-Friendly Policies



5. I have the appropriate resources to do my job well

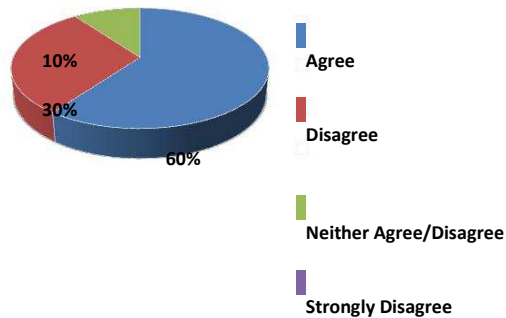
Resources



➤ INFORMATION

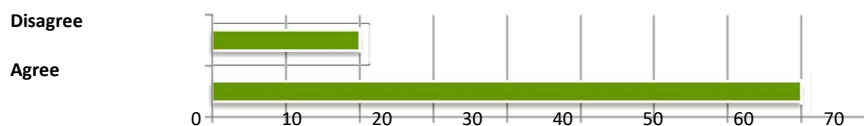
6. I receive timely information to help me do my job well

TIMELY INFORMATION



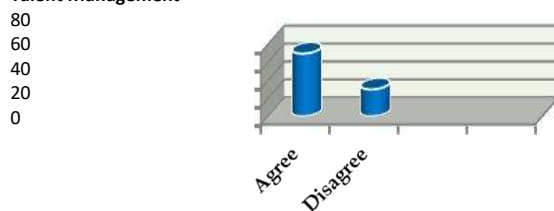
7. The job that I do adds value to the organisation

Respondents



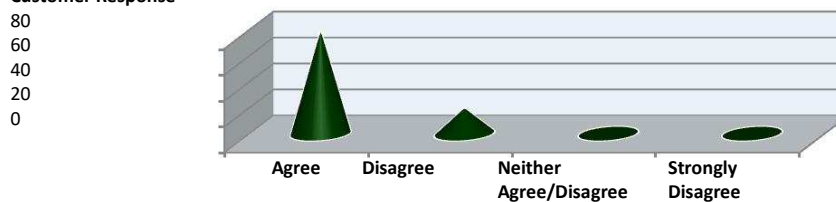
8. I am clear what is expected of me in my role

Talent Management

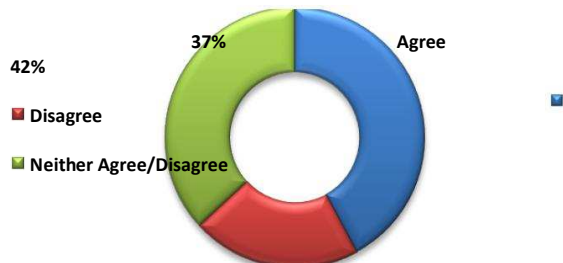


9. I am informed at appropriate intervals about what our customers think about us

Customer Response

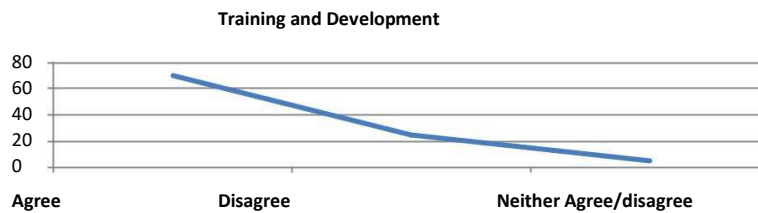


10. I am aware of the values of the organisation



➤ FAIRNESS

11. I receive appropriate training and development to help me do my job well



12. I am satisfied with the opportunities there are to develop my career

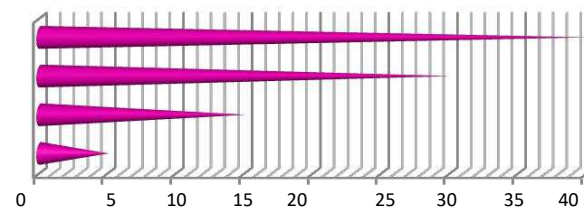
Career opportunities

Agree

Disagree

Neither Agree/Disagree

Strongly Disagree



13. The organisation recognizes and develops people's talents

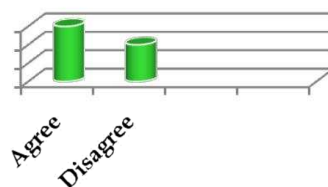
Talent Management

Agree

Disagree

Neither Agree/Disagree

Strongly Disagree



14. I receive appropriate pay and benefits for the job that I do

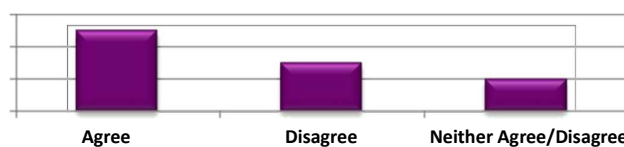
Pay Benefits

Agree

Disagree

Neither Agree/Disagree

Strongly Disagree



15. My manager reviews my performance with me on a one to one basis at least once every week/months

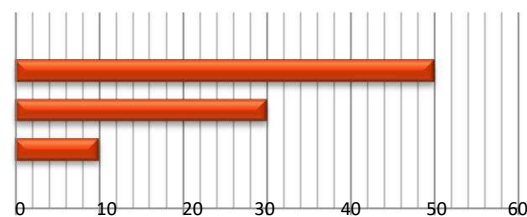
Agree

Disagree

Recognition

Neither Agree / Disagree

Strongly Disagree



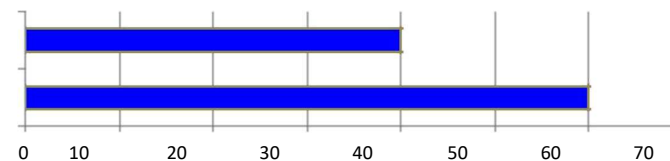
➤ **INVOLVEMENT**

16. I am able to voice my views to my manager

Respondents

Disagree

Agree



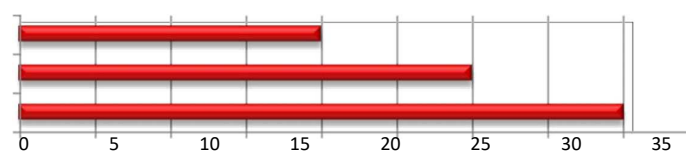
17. My manager listens and acts on my views

Respondents

Neither Agree / Disagree

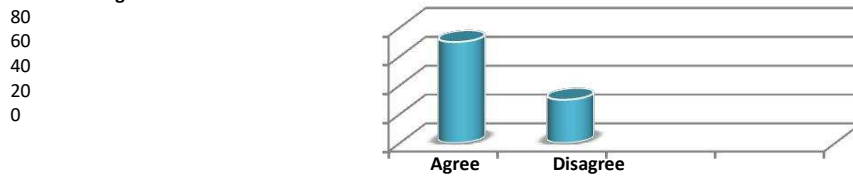
Disagree

Agree

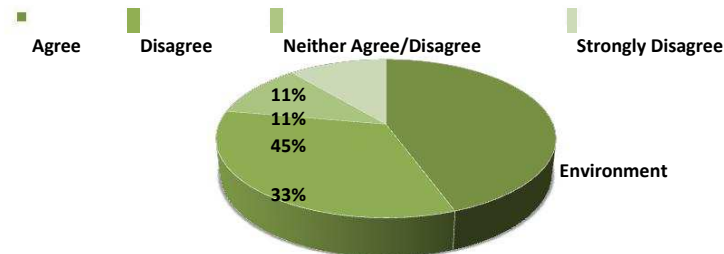


18. Teamwork is encouraged in my work unit

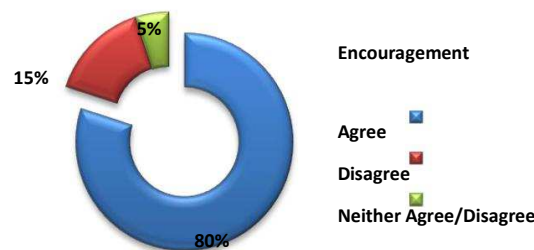
Talent Management



19. I feel part of a family working for this organisation

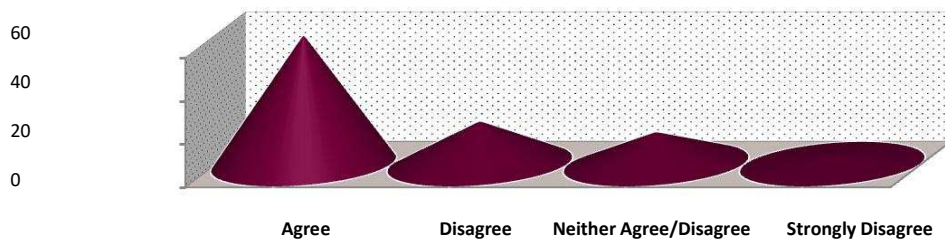


20. I am encouraged to come up with new ways of doing things



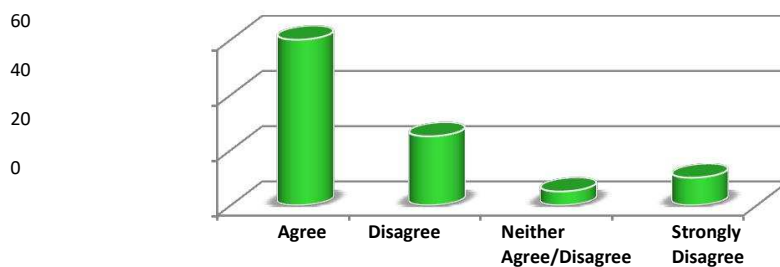
➤ INDICATORS OF THE DEGREE OF ENGAGEMENT

21. I am proud to work for this organisation



22. I would recommend this organisation to others as a good place to work

Good Place to Work



INTERPRETATION

Engaging Employees in the organisation leads to long term success. To increase levels of engagement among the employees WIFI principles were used for analyzing the interpretations from the staff at Dmart. Well-being for the employees has to be increased by showing genuine care for them. Information has to be communicated effectively to show the clear vision and goals for themselves as well as organization.

Fairness should be seen in all aspects of the employee's journey, from hiring the right people through to career and talent management. Involvement has to be actively promoting and encouraging employees to give their views and opinion and take decisions.

According to the survey the level of employee engagement activities at Dmart is high and the involvement of employees is more participative. 60% of the employees are proud to work for this organisation.

The departments in Dmart co-operate with each other. Most of the employees know what is expected from them in work. Every employee is satisfied by their materials and equipment's are provided. At work, the employee has every opportunity to do their best. There is a friendly relation in between the employer and employee.

More than 80% of the employees are clear about their job roles & feels that their job adds value to the organization. The employer accepts the ideas of his subordinate. 62% of employees are willing to recommend Dmart to their family and friends as it is near-by the residential areas. Most of the employees keep themselves upgraded. There is low level of affective commitment among the shop floor employees. 40% of the employees believes that managers listens & acts on their views. 80% of the employees are encouraged to come up with new ways of doing things.

The data shows the employees of the Dmart are highly engaged. They feel being fairly treated with respect to career growth & pay, well informed about their roles & involved by their managers in decision making.

LIMITATIONS

- Employees are at level of under graduation which is difficult to get accurate answers for the questionnaire.
- Some respondents were biased.
- Findings are related to particular store area

CONCLUSION

An organization should recognize employees, more than any other variable, as powerful contributors to a company's competitive position. Therefore employee engagement should be a continuous process of learning, improvement, measurement and action. I conclude that raising and maintaining employee engagement lies in the hands of an organization and requires a perfect blend of time, effort, commitment and investment to craft a successful endeavour.

In Dmart to have better pool on customers means the store outlets need to engage their employees continuously through employee friendly policies and empowerment so that they can be more loyal towards their work and organization. Hence, it is inevitable need for retail organizations to inculcate Employee Engagement Practices in the growing organized retail sector.

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