

Examining Employee Engagement Practices in the Retail Sector in Bengaluru

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Article Type: Article

Article Citation: Sumithra Sreenath, M. Ramya, M. Mythri. Examining employee engagement practices in the retail sector in Bengaluru. M.S. Ramaiah Management. 2019; 10(01), 11-18. DOI: 10.52184/msrmr.v10i01.13

Received date: September 24, 2018

Accepted date: January 17, 2019

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Abstract

Now a day's employee engagement is one of the main factors among all other factors for many organizations in the current competitive world in order to encourage the employees to be more productive in their workplace. And it is essential to the organization in building a positive relationship between the organization and employees. The study conducted by the researchers is to know whether the employee engagement can create a positive mindset among the employees. There are many organizations which are lagging behind in the concept of retaining their skilled employees and also in the case of employee engagement in the workplace. Here the variables which have been used in the study are job satisfaction, personal factors, organizational factors, communication, and retention. The result of the research paper shows that organizational factor and retention variables need to be considered in order to check whether there is a proper engagement in the sector. The better engagement programs will lead the workers to achieve the objectives.

Keywords: Employee engagement, Job satisfaction, Organizational factors, Relationship

1. Introduction

Employee engagement is the concept of understanding the relationship between the employee and the organization. Here the employees are entirely involved in the workplace and it has been considered as a major challenge to the management and also it is considered as one of the key factors to the major success of the business. Also, it is the involvement, commitment of an employee towards organization and achieving the desired objectives or goals of a business entity. It has positive as well as

negative aspects towards the organizations, peers, job level, working environment which will inspire them to acquire knowledge and it will enhance them to be more productive at workplace. It has some major and direct connections to the productivity of the employees.

Various studies have shown that many businesses are testing their capabilities of engaging their employees through various employee engagement programs and various policies and procedures related to it. Also in many organizations and sectors, people are quitting their job which majorly

leads to the increase in the attrition rate due to poor engagement practice in the workplace and poor HR strategies used to retain the employees in the workplace. Hence retention and engagement are major issue and unstable concept to many of them. It has major three kinds of employee engagement, which are as follows: people who are engaged, workers who are not engaged, and disengaged. Firstly, the engaged people will be the kind of people who will have their positive mindset towards achieving the business goal and they will be energetic. Secondly, the people who are not engaged they will be participating in their work but not as enthused and energetic as engaged. Thirdly, it will be the people who are disengaged they will be no satisfied and happy about their job. So in order to avoid this kind of misconception and conflict which results in poor performance many of them adopting the concept of employee engagement in their workplace. Also, their various strategies adopted by the organizations are bottom up not top down, show them you listen, sharing of good ideas and thoughts, employee's feedback, understanding the employees learning styles and their preferences, effective group learning strategies.

2. Literature review

Chandani, Mehta, and Mall (2016), this research paper is about employee engagement and their factors which affect them in an organization. The main objective of this paper is the meaning of employee engagement and it's important and also the factors affected to implement it. The keywords of the paper are Engagement, Human Resource Strategies, Organization, Performance and Retention. Today employee engagement has become a big

leadership priority in the world where it seeks different methods to keep their work force engaged to their work. Engagement will always have three different types of facets which are intellectual engagement which refers to the dedication for performing better at one's job, affective engagement that is after performing one's job and social engagement which involves in discussions with other workers about enhancing work-related improvements. Engaging an employee is not an easy task and it is a long process which cannot be done in one training program no matter how good the quality is and an organization should improve its engagement continuously for their employees. Transparency from the senior leadership will make the organization culture more open which impacts as an added advantage for employee engagement.

Thakur (2014), this paper here speaks about the effect of employee engagement on the job satisfaction at the information technology sector. The main variables are Employee engagement, information technology sector, job satisfaction, job rotation and job enlargement. The study here was carried on the officers and also the workers in the information technology. The employee engagement has become a driving factor for the success of the organization in today's competitive world. Engaging employees is a complex concept which has many issues relating to influencing engagement levels. The objective of the study was firstly to study in detail about the Employee Engagement in IT Sector and the second was to determine the effect of Employee Engagement on Job Satisfaction. After conducting the testing with the employees of information technology, they got a result stating that there is a positive relationship between the variables employee engagement and job satisfaction in the

information technology sector but they still have to improve the given motivation to their employees for a smooth functioning the work.

Bhavani, Sharavan, and Arpitha (2015), the author here explains about the effectiveness of employee engagement in the automobile industry and the keywords taken into consideration are employee, organization, co-workers and job. Employee engagement is a level of commitment and involvement of an employee having towards their organization and its values. Engagement is creating a good relationship between the managers, employees and the organization. High levels of engagement done in both the domestic and global firms are promoting retaining of talent, foster customer loyalty and increasing organizational performance and also the stakeholder worth. When employees in an organization are effectively and positively engaged then they form an emotional connection with the company. This emotion connection of employees will impact their behavior towards the company's customers, and thus increases customer satisfaction and service levels. Employee engagement here will lead to improved productivity, retention, client trust and profitability. When employees in an organization believe that their management cares about their health and wellbeing will be loyal and will stay in that work for a longer period. This leads to a huge gain for employers who will eventually deliver their work more effectively through increased productivity and performance which can reduce employee turnover, sickness absence and recruitment cost for the business.

Anantha Gowda (2018), the study explains regarding the challenges of employee engagement in the manufacturing industry in Bengaluru and Mysore

cities of Karnataka. Employee engagement is one of the most important aspects for the development of any organization. So for every organization to develop their employee's behavior should be enthusiastic in nature. The keywords of the study are employee engagement, organization development, skill set, productivity, employee's behavior and manufacturing industries. An employee should be encouraged a lot to put his or her best for the organization's success. They also need to be felt and made comfortable to put their complete best efforts for achieving both organizational and personal goals. Here they found out that the employees were very much satisfied with the kind of compensation provided to them by the organization. Also, no special efforts were made to understand the in depth concept of employee engagement and its existence among the employees by the management which is a matter of worry. So the organization should educate its management regarding this issue to rectify it before it's too late to resolve it.

Sarangi and Nayak (2016), the paper makes an attempt to explain about on employee engagement and its impact on the organizational success in the manufacturing company and the important variables taken for the study are employees, engagement, performance, satisfaction, and relationships. Employee engagement at present is the burning topic for every company in the globalization era. Any organizational success mainly depends on its employee's productivity as it accelerates through the employee's commitment towards his or her organization. In this study at the manufacturing company, the factors which are contributing towards their productivity and also its overall impact on an organization are being measured by the data gathered and collected information by the

questionnaire. The important objective of this study was to analyze and also interpret the impact of employee engagement on the success of a company using both its primary and secondary data. While doing the study it was observed that the current level of employee engagement and its work-related aspects need to be enhanced for the purpose of effective employee engagement for the organization's success.

3. Objectives of the study

To examine the employee engagement practices at retail sector.

- To measure the association between employee engagement and its factors
- To find the relationship between the employee engagement and its factors.

4. Research methodology

The present study comes under descriptive and exploratory research as its main point is on the concept of employee engagement which helps to identify the various engagement practices followed by the sector. The study is done on collected primary data through the help of structured questionnaire. The sample size of the study is 182. Sampling technique adopted for research is convenience sampling. The data collection was done in the location Badrappa Layout, Bengaluru.

5. Tools used for analysis

The data were provided for analysis into IBM SPSS 20 software package. The tools

used for this study are Percentage Analysis, Multiple Correlations, and Chi-square tests for analyzing the data.

6. Hypothesis of the study

Ho (1): There is no association between the employee engagement and study constructs (Job satisfaction, Personal factors, Organizational factors, Communication, Retention)

Ho (2): There is no relationship between the study constructs (Job satisfaction, Personal factors, Organizational factors, Communication, Retention)

7. Data analysis and interpretation

7.1 Reliability test

The reliability test was conducted to measure the internal consistency of survey items. The test results show that the reliability co-efficient is 0.890 and the numbers are close to 1. Usually, the alpha should be above 0.7 which is considered as having good internal consistency. Hence the outcome of this test shows 0.89, which is considered as data is ideal.

7.2 Demographic details of the respondents

The below table states the demographic details of the respondents where the majority is male with 60.44% and the rest of them are female. According to age, the maximum respondent's age was 28–32

with 35.69% and the least age is 18–22 with 12.22%. The next variable is the respondent's income where the highest of them belonged to 10,000–11,000 categories with 41.76%, the second highest income is in between >11,000 and the lowest is 9,000–10,000 with holding only 27.47%. The subsequent variable of the table is education, where more of the respondents are PUC with 35.71% and the second highest was graduation with a percentage of 30.22. The next respondents are from work experience which shows that 1 year–2 years are the highest with the percentage of 32.64. The last variable of the below table is marital status wherein the maximum of the respondents was unmarried with the percentage of 51.10 and the rest were married with 48.90%. The below table shows the overall picture of the respondents (Table 1).

7.3 Testing the association between employee engagement and study constructs

To test the association between employee engagement and study constructs, the chi-square analysis was carried out for which the hypothesis is formulated and shown below **Null Hypothesis**

Ho (1): There is no association between the employee engagement and study constructs (Job satisfaction, Personal factors, Organizational factors, Communication, Retention)

From the below table, it is inferred that the significant value (p value) for all the study constructs (Job satisfaction, Personal factors, Organizational

TABLE 1 Demographic profile of the respondents

S. No	Variables	Categories	No of respondents	Percentage
1	Gender	Male	110	60.44
		Female	72	39.56
2	Age	18–22	22	12.22
		23–27	42	23.08
		28–32	65	35.69
		33–37	25	13.73
		38–42	28	15.37
		>42	23	12.22
3	Monthly income	9,000–10,000	50	27.47
		10,000–11,000	76	41.76
		>11,000	56	30.77
4	Education	SSLC	26	14.29
		PUC	65	35.71
		Graduation	55	30.22
		Post-Graduation	36	19.78
5	Work experience	<6 months	21	11.54
		6 months–1 year	57	31.32
		1 year–2 years	63	34.62
		>2 years	41	22.52
6	Marital status	Married	89	48.9
		Unmarried	93	51.1

TABLE 2 Chi-square test

S. No	Variable 1	Variable 2	Chi square value	p-Value	Results Ho (1) Accepted /Rejected
1	Employee engagement	Job satisfaction	363.178	0	Rejected
2	Employee engagement	Personal factors	449.593	0	Rejected
3	Employee engagement	Organizational factors	370.567	0	Rejected
4	Employee engagement	Communication	341.114	0.003	Rejected
5	Employee engagement	Retention	461.01	0	Rejected

factors, Communication, Retention) and employee engagement was 0 which is less than 0.05 (5% significant level) so the Ho (1) was rejected and there is an association between the employee engagement and study and constructs (Job satisfaction, Personal factors, Organizational factors, Communication, Retention) (Table 2).

7.4 Testing the relationship

To test the relationship between study constructs, the correlation analysis was carried out for which the hypothesis is formulated and shown below.

Hypothesis
Ho (2): There is no relationship between the study constructs (Job satisfaction, Personal factors, Organizational factors, Communication, Retention)

- From the below table, we can see that there is a significant positive relationship between job satisfaction and its variables like personal factor ($r = 0.467$), organizational factor ($r = 0.331$), communication ($r = 0.469$) and employee retention ($r = 0.225$). Therefore, Ho (2) is accepted (Table 3). The table shows that there is a significant positive relationship between personal factors with other variables job satisfaction ($r =$

0.467), organizational factor ($r = 0.349$), employee engagement ($r = 0.462$) and employee retention ($r = 0.393$). So result is that Ho (2) is accepted.

- When organizational factor is compared with other variables then shows a significant positive relationship and the variables are job satisfaction ($r = 0.331$), personal factor ($r = 0.349$), employee engagement ($r = 0.359$) and communication factor ($r = 0.288$). The result is that Ho (2) is accepted.
- This table shows a significant relationship between employee engagement and other variables job satisfaction ($r = 0.403$), personal factor ($r = 0.462$), organizational factor ($r = 0.359$), communication factor ($r = 0.441$) and employee retention ($r = 0.552$).
- Communication factor in the table shows a significant positive relationship with all the variables job satisfaction ($r = 0.469$), personal factor ($r = 0.406$), organizational factor ($r = 0.288$), employee engagement ($r = 0.441$) and employee retention ($r = 0.334$). The result here is that Ho (2) is accepted.
- Employee retention in the below table here shows a positive relationship with

TABLE 3 Correlation

Correlation		Job satisfaction factor	Personal factor	Organizational factor	Employee engagement	Communication factors	Employee retention
Job satisfaction	Pearson correlation	1	0.467**	0.331**	0.403	0.469**	0.225**
	Sig. (2-tailed)		0	0.001	0	0	0.023
Personal factor	Pearson correlation	0.467**	1	0.349**	0.462**	0.406	0.393**
	Sig. (2-tailed)	0		0	0	0	0
Organizational factor	Pearson correlation	0.331**	0.349**	1	0.359**	0.288**	0.393
	Sig. (2-tailed)	0.001	0		0	0.003	0
Employee engagement	Pearson correlation	0.403**	0.462**	0.359**	1**	0.441**	0.552**
	Sig. (2-tailed)	0	0	0		0	0
Communication factor	Pearson correlation	0.469**	0.406**	0.288**	0.441**	1**	0.334**
	Sig. (2-tailed)	0	0	0.003	0		0.001
Employee retention	Pearson correlation	0.225*	0.393**	0.393**	0.552*	0.334**	1**
	Sig. (2-tailed)	0.023	0	0	0	0.001	

**Correlation is significant at the 0.01 level (2-tailed).

*Correlation is significant at the 0.05 level (2-tailed).

variables job satisfaction ($r = 0.225$), personal factor ($r = 0.393$), organizational factor ($r = 0.393$), employee engagement ($r = 0.552$) and communication factor ($r = 0.334$). So the result here is that H_0 (2) is accepted.

10. Conclusion

Employee engagement is one of the main factors for the effectiveness of a positive mindset and behavior of the employees in the organization. And nowadays it is very important that every employee should be

engaged in the workplace. So, that they can work passionately and also with a positive mindset to achieve the organization's goal. Here in this research, we conclude that employee engagement has major impact on the various factors like job satisfaction which specifies how employees are satisfied with the engagement in the workplace, personal factors, communication, and organizational factors. This study also will review that there is a lag in the employee engagement in some organizations due to lack of proper engagement practices implemented in the workplace.

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