

Job Satisfaction of Employees in the Indian Fashion Retail Organizations with Special Reference to Chandigarh Region

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Introduction

Job satisfaction is the result of various attitude, the person holds towards his job and towards life in general. Job satisfaction of industrial workers are very important for the industry to function successfully. The employee satisfaction depends upon various factors like high salary, more promotional opportunities, work environment, job nature, job security, coordinational communication with the management and relationship with other employees etc. The main objective of this study is to assess the workers satisfaction level towards various factors of monthly salary, age, gender, organizational structure and many other different factors. Introduction for almost all organizations, employees are the vital resource and they represent an important asset of an industry. Human resource management is concerned with developing potential of employees so that they get maximum job satisfaction from their work and give their best efforts to the organisation. Overall job satisfaction or employee satisfaction is, simply put, how content an individual is with his or her job. Although, there is no measure to evaluate job satisfaction, yet job satisfaction broadly includes both tangible (material benefits) and intangible (other rewards) contentment of the employees.

Emergence of the Problem

The retail part of any fashion outlet and the satisfaction of employee is important as the retail organization ultimately act as a face of the brand to the customer and low job satisfaction levels will clearly cause a degradation in the reputation of the brands not only in terms of the prospective employees but also in terms of the customer engagement. The higher job satisfaction often translates into higher customer satisfaction and therefore ensuring a prolonged engagement with the brand or the organization.

The study is therefore vital as the brands need to have a wide network of retail organization working in sync with its image and motto in order to deliver maximum value to the customers and job satisfaction levels directly translate to value and brand

association for the customer and higher margins and profits for the brands and the organizations in turn.

Objectives

Based on the research following are the key objectives of this study:

1. To evaluate and analyse perceived **Overall Job Satisfaction** of employees working in fashion retail organizations.
2. To compare the perceived **Overall Job Satisfaction** vis-à-vis **age** and **gender** of employees in the fashion retail organizations.
3. To compare perceived **Overall Job Satisfaction** vis-à-vis **monthly income** of employees in the fashion retail organizations.
4. To analyse the **factors** affecting the perceived **Overall Job Satisfaction** of these employees working in fashion retail organizations.

Hypotheses

Corresponding to each objective following are the hypotheses
Ho1: The perceived Overall Job Satisfaction of employees in the fashion retail organizations is significantly low.

Ho2: Male employees have lower levels of perceived Overall Job Satisfaction compared to their female counterparts.

Ho3: Younger employees perceive their overall job satisfaction to be low compared to their older counterparts in the organization.

Ho4: Employees with moderate income level perceive their Overall Job Satisfaction to be better than their counterparts in other income brackets.

Ho5: Overall Job Satisfaction of employees in fashion retail organization depends more on team satisfaction compared to other factors.

Limitations

a) The survey was conducted at Elante (Chandigarh) and North Country Mall (District Mohali), so results are restricted to Overall Job Satisfaction of employees working in fashion

retail organizations based here. b) Research conducted in two malls may not be a reflection of actual scenario in the overall fashion retail sector. c) Responses of certain employees were not accurate (extreme values were found in questionnaire).

Review of Literature

Hang-Yue et al (2005) Uncertainty of job expectations, volume of work, incompatibility of expectations, and work-family conflict increase emotional exhaustion, and uncertainty of expectations decreases job satisfaction.

Dholakia & Sinha (2005) Clients tend to go to the stores with a decision set. This set fluctuates as indicated by the degree of arranging that the client embraces before achieving the store. With additional arranging, this decision set river. While purchasing from the conventional organization (adjusted) stores, the clients convey records. These rundowns, by and large, specify the brand name of the item. By and large, the retailer basically brings the looked for brands and gathers them on the counter, prepared for counting and instalment. In the extremely princely families, these designs show varieties. Instead of the spouse, the truck pusher might be the cleaning specialist or, then again the driver (chauffer). Obviously, in such cases, all the picking and paying is done by "madam," the housewife-boss. While not yet much apparent in Ahmedabad, in greater metropolitan ranges, for example, Delhi or Mumbai, there are a few watched instances of cleaning specialists coming to shop all alone, utilizing records given by the business. To summon suitable regard from the store help, the cleaning specialists "spruce up" in such circumstances. There has not been critical exertion by research researchers and advertisers to concentrate the shopper conduct design in Shopping centres and to separate the same with conduct design in customary Mother and Pop shops. On the off chance that the examination has been led it is not being made accessible to alternate scientists.

Khosla (2006) in her article quickly talked about the retail division in India also, its adventure. The article says in the sequential request the development of distinctive retail designs in India and furthermore real retailers in various arrangements. The article likewise talked about the current patterns in the arrangements and future extent of the diverse organizations of retailing.

Sinha & Kumar (2007) led look into study to distinguish what's more, characterize the distinctive configurations of retailing in India. The review groups the distinctive arrangements of retailing in various classes and furthermore clarifies the development of each class and inspiration of retailers to venture into particular classification. A portion of the discoveries of the review include: The greater part of the sorted out retailers in India are harping on quality, benefit, accommodation, fulfilment and guaranteed advantages to bait customers into the store. Retailers are not making an incentive for the customer and furthermore not able to choose

appropriate vehicle to convey craved shopper esteem. Doubtlessly retail arrangement is one of the vehicles to convey esteem suggestion and furthermore it positions the store in the psyche of target customers.

Sakkthivel (2007) directed a review on "Key Arrangement of Composed Retail Organizes in Potential Markets - A Basic Examination" the review secured distinctive retail organizes and their areas for achieving the objective market. The review finished up that most of the new retail configurations are moved in level 1 urban communities; the new retail arrangements are progressively growing their operations in level 2 and littler urban communities too. Order of potential markets and mapping of the retail configurations are critical achievement elements for the sorted out retail organizes in India.

Theoretical Framework

Man M. et al (2011) told in this theory Job Satisfaction is a general expression of workers' positive attitudes built up towards their jobs. Workers maintain an attitude towards their jobs as a result of diverse features of their job, social status that they've gained about their jobs and experiences in their job environment. This attitude can be also negative towards work. If the economic benefits, the social status, the job's own specific characteristics and the job expectation employees hoped, are appropriate for employees' desires, there is job satisfaction. Positive attitudes of employees towards the whole business environment as a result their experiences of work environment are called job satisfaction. Besides its answering the individual needs of physiology and security, if job also effects the person's feelings and values in positive way, then it can be said that there is a job satisfaction. As it is known, job satisfaction has been a subject to scientific researches with "Hawthorne" studies in 20th centuries. Job satisfaction is described as pleasurable or positive emotional state as a result of evaluation of the job or job experiences.

Research Design

A sample pool of 100 employees from Elante (Chandigarh) and North Country Mall (District Mohali), so results are restricted to Overall Job Satisfaction of employees working in fashion retail organizations based here. Selections of tools were done keeping in mind the relevance of tools in accordance with the objective of the study, the reliability, validity and norms of tools. A combined format of pictorial and structured questionnaire of **Taylor and Bowers (1974)** is as it is taken by the investigator to study the overall job satisfaction of the employees in the Indian fashion retail industry.

Procedure of the Study

The study was conducted in 3 phases

Phase 1- The first phase included the locational research that is looking for the suitable stores where the questionnaires can

be distributed and stores where there will be least amount of noise in the data collection.

Phase 2- The second phase, after the identification of the stores required distribution of questionnaires actually into the stores and giving any instructions and clarification as required on the ground

Phase 3- The third phase involved the actual collection of data from the stores whereby questionnaires were collected from different store and were analysed followed by a setting up of common criteria and getting all the samples in the standard format suitable for the analysis of the data for the required purpose of study. For getting questionnaire filled, went to both the malls Elante (Chandigarh) and North Country Mall (Mohali).

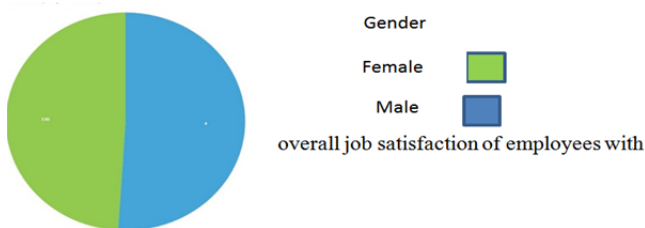
Data Analysis

The demographics divided of the sample size reflect the reality on ground where most of the fashion retail employees are below the age of 40 with the age distribution in the age group of less than 25 years is the highest amounting to 61 % of the total sample size whereas 26 to 35 age group occupies second place with 41% concentration.

Monthly Income: The diversification in sample size primarily come from the fact that the income distribution in the same age groups is quite significantly diverse where we have all income category should both the age group ranging from 16,000 per month to 40,000 at the highest. This diversification has the significant impact on the outcome or more precisely on the authenticity of the data as well as office analysis. Highest concentration in terms of income falls in the 16,000 to 25,000 categories for both the age groups where as there is a considerable amount in the below 15,000 category is well as expected there were two respondents in the above 40,000 category both of which belongs to the less than 25 years age category

Overall Job Satisfaction by Gender

The data presentation and subsequent analysis is as follows:



Figure– Showing overall job satisfaction of employees with respect to gender

Results:

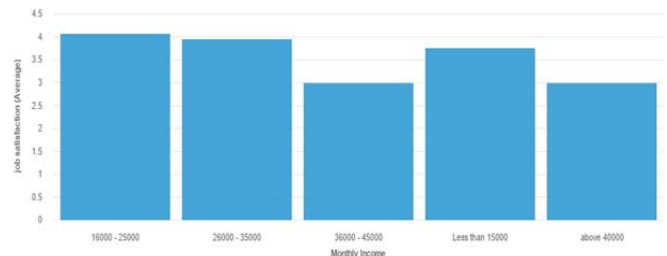
1. Overall Job Satisfaction, although has slight deviation across gender, but it has a distinct bias, with female

employees being more likely satisfy with their jobs. The data shows on an average.

2. Overall Job Satisfaction among female employees is 4 out of 5, whereas for male employees, it is 3.85 on an average. Average is out of 5.
3. The data sample had 69.6% male respondents and 30.4% female respondents. So female employees Overall Job Satisfaction can be on the higher side, if the data would have had a 50-50 distribution.

Overall Job Satisfaction by Monthly Income

The data presentation and subsequent analysis is as follows:



Figure– Showing overall job satisfaction of employees with respect to monthly income

Results:

1. Overall Job Satisfaction and monthly income on a broader scale seem to be inversely co-related with higher groups showing lower Job Satisfaction levels as compared to higher income groups.
2. 16000-25000 salary group displayed highest Job Satisfaction with an average of 4.06, followed by 26000-35000 who on an average displayed Job Satisfaction of 3.94 followed by below 15000 group, who had on an average satisfaction of 3.75.
3. Income groups above 46000 and 36000 - 45000 displayed, Job Satisfaction of 3.
4. 31.4% respondents belonged to less than 15000 group, 46.2% 16000-25000, 17.6% to 26000-35000, 36000-45000 to 2.9% and above 46000 2 %.

Overall Job Satisfaction on the Basis of Different Factors

The data presentation and subsequent analysis is as follows:

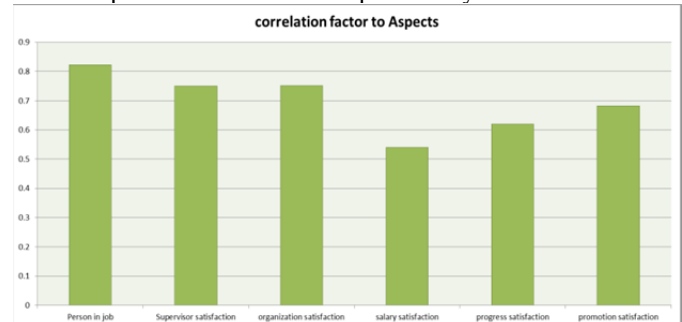


Figure – Showing overall job satisfaction of employees on the basis of different factors

Results:

Overall Job Satisfaction has following co-relation factor to different aspects

1. Team Satisfaction = 0.82
2. Supervisor satisfaction = 0.75
3. Organisational Satisfaction = 0.751
4. Salary Satisfaction = 0.54
5. Progress made in organisation = 0.62
6. Promotion prospect = 0.683
7. Overall Job Satisfaction is highly co-related to team Satisfaction or simply saying behaviour and working environment created by the team members of the respondents.
8. Second, most important aspect was respondents Satisfaction with their supervisors. Job Satisfaction increases with supervisor satisfaction and organisational satisfaction.
9. Surprisingly the least influencing factor with Overall Job Satisfaction was related to salaries. Respondents were least satisfy with their salaries. But, that has comparatively low influence on their Overall Job Satisfaction. Even more surprisingly was the factor that low income groups had higher Job Satisfaction as compared to higher income groups.

Conclusions

Against the popular perceptions that are there in the society, the variables associated with job satisfaction have more to do with the emotional and psychological satisfaction than the monetary aspect, as is commonly believed. The different questions that we asked in the research have concluded with the following insights:

Overall job satisfaction with respect to gender -

Overall Job Satisfaction, although has slight deviation across gender, but it has a distinct bias, with female employees being more likely to be satisfied with their jobs. The data sample had 69.6% male respondents and 30.4% female respondents. If the sample comprised 50-50 male and female population, even then Overall Job Satisfaction of females would have been higher.

Overall job satisfaction with respect to monthly

income - Overall Job Satisfaction and monthly income on a broader scale seem to be inversely co-related with employees in higher monthly income groups showing lower Job Satisfaction levels as compared to lower income groups.

Overall job satisfaction on the basis of different

factors - Overall Job Satisfaction is highly co-related to team Satisfaction or simply saying behaviour and working environment created by the team members of the respondents. Most important aspect was respondents' Satisfaction with their supervisors. Job Satisfaction increases with supervisor satisfaction and organisational satisfaction.

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