



EXPLORING THE RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT AND DEMOGRAPHIC VARIABLES: A STUDY IN THE RETAIL SECTOR

¹Dr.R.Shanthi and ²P Sumathi

¹Research Supervisor, ² PhD Scholar and Assistant Professor in Management

Kaamadhenu Arts and Science College, Sathyamangalam, Erode Dt, Tamil Nadu

shanthir@kascathy.ac.in

Abstract: Employee Engagement (EE) is essential to the development and success of enterprises in India's retail industry. One of India's largest employers, the retail industry employs millions of people around the nation. Because of the low levels of EE, the industry is also infamous for its high turnover rates. In our study, we have tried to find out the influence of demographic variable on EE using multiple regression. 298 samples were collected using questionnaire from retail employees of Prozone Shopping mall in Coimbatore. Descriptive design with Multistage stage sampling is used. Except Gender, all the variables are found influencing EE.

Key word: Employee Engagement, Retail sector, staff retention, productivity

Introduction

In recent years, many Indian merchants have begun to regard EE as a crucial factor in their ability to succeed. They have come to understand that motivated staff members are more productive, offer superior customer service, and are more likely to stick with the company. Retailers in India have used a variety of tactics to raise EE. Providing opportunities for training and development, delivering rewards and incentives to employees, giving regular feedback and recognition, and fostering a happy work atmosphere are a few of these techniques.

Overall, the Indian retail industry is placing more and more emphasis on EE. Retailers who prioritise EE are likely to have a competitive edge and provide better company results when market competition rises.

Review of Literature

Regular feedback sessions, according to our research, have a positive impact on EE. According to research, giving employees feedback can increase their sense of worth and engagement (Gallup, 2020). This has proven crucial in the retail industry, where workers may feel underappreciated and undervalued (Hunt et al., 2020). Providing incentives and bonuses to employees has shown to be a successful tactic for raising EE in our company. According to research, granting employees



amenities like health insurance, flexible work schedules, and bonuses can boost EE (Liu & Spector, 2007). This has been crucial in the retail industry, because workers may have little access to incentives and perks (Gallup, 2020). Our company has made increasing EE a top priority, and we are already reaping the rewards in the form of increased productivity and decreased turnover. According to studies, motivated workers are more dedicated to their work and are less likely to leave the company (Harter et al., 2002). In the retail industry, where turnover rates can be considerable, this has been especially crucial (López-Cabrales et al., 2014). Improving EE in our organisation has largely been attributed to the availability of training and development opportunities. According to research, giving employees chances for growth and development can raise EE levels (Bakker & Demerouti, 2017). This has been crucial in the retail industry, where there may not be many opportunities for employees to progress (Solomon & Rabolt, 2009).

Methodology

The objective is to find out the influence of demographic variable on EE using multiple regression. 298 samples were collected using questionnaire from retail employees of Prozone Shopping mall in Coimbatore. Descriptive design with Multistage stage sampling is used.

Results and Discussion

The following table shows the demographic profile of respondents

Table No.1: Demographic Profile

	Characteristics	No.	%
Gender	Male	150	50.33
	Female	148	49.67
Age (years)	18-25	88	29.5
	26-35	170	57.0
	36-45	40	13.4
	46-55	0	0
Marital status	Single	50	16.8
	Married	248	83.2
Education	SSC	49	16.4
	HSC	28	9.4
	Graduation	221	74.2
	Post-graduation	0	0
	upto 1 year	42	14.1



Experience in current organization	1 - 2 years	107	35.9
	2-3 years	149	50.0
	3-5 years	0	0
Total experience in the retail sector	< 5 Years	151	50.67
	5 - 10 Years	147	49.33
	10 - 15 Years	0	0
	More than 15 years	0	0
Nature of job	Sales	59	19.8
	Customer relations	206	69.1
	Supervisor	33	11.1
	Administration	0	0
Position in the company	Lower management	28	9.4
	Administrative	0	0
	Customer touch points	270	90.6
Plan in next three years	Work with same company	180	60.4
	Change company	118	39.6
	Early retirement	0	0

50.33% of the sample respondents were men and 57.0% of those respondents were between the ages of 26 and 35. 83.2 percent of the sample respondents were married. Additionally, 50.0% of the front-line personnel in the retail corporates had at least two to three years of experience in the current retail corporate and 74.2% were graduates. Moreover, 69.1% of them worked in customer relations, and 50% had fewer than five years of experience in the retail industry. Last but not least, 60.4% of employees wish to stick with the same retailer for the following three years, and 74.2% of them were placed at consumer contact areas.

Multiple Regression Analysis

The following are the Hypothesis of the study

H₁: Age is not having a significant influence on EE; **H₂:** Marital status is not having a significant influence on EE; **H₃:** Education is not having a significant influence on EE; **H₄:** Experience in current organization is not having a significant influence on EE; **H₅:** Total experience in the retail sector is not having a significant influence on EE; **H₆:** Nature of job is not having a significant



influence on EE; **H₇**: Position in the company is not having a significant influence on EE and **H₈**: Plan in next three years is not having a significant influence on EE

Summary of Regression analysis

1. Dependent Variable : EE (Y)
2. Independent Variable : Age (X₁), Marital status (X₂), Education (X₃), Experience in current organization (X₄), Total experience in the retail sector (X₅), Nature of job (X₆), Position in the company (X₇) and Plan in next three years (X₈)
3. Multiple R value : 0.514
4. R square value : 0.265
5. Adjusted R square : 0.244
6. F value : 12.993
7. P value : 0.000

The outcome can be presented in form of following equation:

$$EE = 3.690 - 0.485 (X_1) - 1.096 (X_2) + 1.112 (X_4) - 2.047 (X_5) + 0.601 (X_6) + 0.660 (X_8)$$

Here EE is determined to an extent of 26.5 % by Age, Marital status, Experience in current organization, Total experience in the retail sector, Nature of job and Plan in next three years . The ANOVA table shows p value <0,05 which means EE is significantly predicted by Age, Marital status, Experience in current organization, Total experience in the retail sector, Nature of job and Plan in next three years.

Conclusion

Ultimately, the success of India's retail industry depends on EE. Organizations can help to keep their employees engaged and motivated by putting a focus on fostering a positive work environment, offering training and development opportunities, and offering employee benefits and incentives. This will increase productivity, decrease turnover, boost customer satisfaction, and increase profitability.



References:

1. Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273–285.
2. Gallup. (2020). EE in the U.S. Retrieved from <https://www.gallup.com/workplace/284180/employee-engagement-stagnant-2019.aspx>
3. Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, EE, and business outcomes: A meta-analysis. *Journal of Applied Psychology*, 87(2), 268–279.
4. Hunt, R. G., Osigweh, C. U., & Anudu, O. C. (2020). Impact of EE on job performance of retail employees in Nigeria. *Journal of Management and Strategy*, 11(1), 64–75.
5. Liu, Y., & Spector, P. E. (2007). Relationship between employee benefits, employee attitudes, and employee well-being. *Journal of Occupational Health Psychology*, 12(3), 265–279.
6. López-Cabrales, A., Valle, R., & Herrero, I. (2014). Turnover in the retail industry: A review and research agenda. *European Journal of Management and Business Economics*, 23(3), 117–126.
7. Solomon, M. R., & Rabolt, N. J. (2009). *Consumer behavior in fashion*. Pearson Education.