

Leveraging Analytics for Employee Engagement initiatives in the Retail Sector: A Case Study

Puja Prasad¹ & Dr. K V Sandhyavani²

¹Research scholar, GITAM Institute of Management, GITAM Deemed to be University
Visakhapatnam, AP.

²Assistant Professor, GITAM Institute of Management, GITAM Deemed to be University,
Visakhapatnam, AP.

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ABSTRACT

In the present digital scenario, the organizations aim for being productive and want to be efficient and effective in their activities and operations. In the digital era to remain ahead of competitions every organization tries to build a commitment in the work force, so employee engagement plays a very vital role in engaging work force towards the organization. This paper presents a study of the employee engagement in the retail sector of Jharkhand and relationship between selected demographic variable. A pilot study was done and the respondents were selected by using random sampling. Around 100 questionnaires were distributed and only 71 questionnaires were properly filled. To analyze the data SPSS 23.0 was used. The descriptive Analysis was done to analyze the demographic profile of the respondents and factor analysis extracting the important factors which affect the employee engagement of the retail sector in Jharkhand. The study reveals that male employee is more as compared to the female in the retail sector. The nine factors was extracted from the study which affect the employee engagement of the employee in retail sectors are purpose and direction, fairness, opportunity for growth, work environment, respect for management, training and development, learning and development, performance evaluation and work itself.

Keywords: Employee Engagement, Organization, Commitment, Competition.

Introduction

"The challenging today isn't simply holding capable individuals, yet completely captivating them, catching their heart and mind at each phase of their work lives." Employee engagement has developed as a basic driver of business achievement in the present focused commercial center Employee engagement is when employee is focused on the work, the action they are doing and their capacity to go the miles by applying discretionary practices that can't be stipulated in the agreement of business. It is art and science of engaging employee in authentic and recognized connection to strategy role performance, network, job execution, customer advancement and happiness to leverage sustain and change work into result ((Swarnalatha, 2013).

Acquisition and retention of workforce has become a challenge for the retail sector in India. Though the penetration of the retail sector into the rural markets is creating huge employment opportunities, the high levels of stress, working conditions, lack of career progression is causing attrition in the sector. Firth et.al. in their study have indicated that organizational stress and stress have a stronger impact on thought of quitting the jobs in the retail sector. Employee retention might become the biggest challenge in the growing retail sector in India.

Quantum workforce's employee engagement trends (2018) report reveal that nearly 35 percent of employees are disengaged in their work. The retail sector faces problem in engaging employees. The research exposed that when organization keeps their employee engaged it leads to high sales, brand name, organization reputation, lower turnover, low retention and high customer metrics. "Research shows that the association between organizational plan and employee's job including understanding how significant the job is to the firm's success is the most vital driver of employee engagement. In fact, employees with the highest levels of engagement perform 20% better and are 87% less likely to leave the organization, which indicates that engagement is linked to organizational performance. It is a complex concept, with many issues influencing engagement levels. Thus, there are many ways to foster engagement, with no one 'kit' that fits all organizations. While each company may define employee engagement differently, ultimately, the key to effective engagement will be rooted in the flexibility of approach most appropriate for each individual firm. For example, the company may consider a 'best practice' and then determine the likely outcome of this practice in its workplace. Roger Simpson (2017) CEO of the retail solution writes "the outcomes is dreadful" which means employee those are disengaged provide ordinary services which is more challenging job to manage, have an view on work segment and don't help harmony and team spirit". Taking of the today

scenario retail company in India is rising at remarkable speed. Making employee striving and feel valued to build an association with them has become a vital requirement. The success of retail sector depends upon their employee engagement towards customer and organization. In 2018, a survey done by retail benchmark shows that only 68 percent of employees are engaged in India and 70% in global so this data probably explain how employee engagement is important in the Retail Sector.

Literature Review

Cunha, (2013) in the paper study the level of employee engagement and variation in the key dimensions such as fairness, involvement, wellbeing and information. To collect the primary data structural questionnaire was used and the study concern on how employee engagement fluctuates with the difference in key measurement and present level of engagement. V. Madhusudhan Groud (2014) stated that there is a need to focus on measuring the influence of employee engagement on gender diversity and support of co-worker in the retail sector. Dr. C. Swarnalatha (2013) in the study uses the data from work trend survey to explore the current scenario of employee engagement in retail sector and reveal that Retail employee engagement levels have fluctuated in the past few years. Most countries peaked around 2009 or 2010. However, countries tend to differ depending on their continent. European countries had the lowest EEI scores, whereas the two Asian countries tended to have the highest. Ahmed Al. Ashaab (2017) investigate the link or relation between employee engagement and culture in Saudi bank and it was suggested that there is influence of culture on employee engagement in Saudi Bank. The impact was mostly in the female segregation and bearing transactions. Pratiksha Tiwari (20017) focus of the study was on employee engagement at an ITES company Genpact. The study done to analyze the relationship between various elements responsible for engagement. It was exposed that there is no effect of demographic on Genpact employee engagement. Rachna Agarwal (2017) focus on the relevant research paper literature comprising employee retention and concept of employee engagement and practices. The study suggested that to lead the management and manger to a new dimension with comprehensive methodology in the field of engagement and retention of employee can be done by good training, development, quality of work life, compensation structure, arrangement and autonomy. Richard Bull and Kathryn .B. Janda (2017) discuss the association between organization, people and energy in work force. The research was done to introduce the idea of engagement gap which will help unidirectional form of engagement to more socially interactive processes. Urmila Itam (2017) the aim of the study was to understand whether employee engagement play a mediating role between employee outcomes and internal branding. It was reveals that there is positive relation among the output and employee engagement. Employee engagement mediates both of the variables.

Objectives of the study

- 1) To study the relationship between selected demographic variable and Employee Engagement
- 2) To identify the factor that affects Employee Engagement in Retail Sector

Research Methodology

The item of employee engagement were measured by using a 5 – point Likert –type scale (1=strongly disagree, 5 = strongly agree). Example of items are I feel confident in the way as senior manager is leading our company as a role model, I feel secure at job as I am aware of important business changes that happen around me. The primary data and secondary data were used to study the data. Structured questionnaire was used to collect the data and secondary data was collected by magazine, report, journal and articles. The study is based on primary data collected from 71 employee employees working in retail sector of Jharkhand. This is pilot study were the employee engagement questionnaire on based on Likert's five point rating scale was distributed among the sample. The random sampling technique is used for choosing the respondents. To analyze the data SPSS 23.0 was used. The descriptive Analysis and Factor analysis were applied to analyze the data. The demographic variable is an independent variable and employee engagement is a dependent variable.

Descriptive Analysis

Table 1: Demographic Analysis

	N	Minimum	Maximum	Mean	Std. Deviation
Sex	71	1	2	1.66	.476
Age Group	71	1	3	1.99	.358
Education	71	1	3	1.66	.506

Marital Status	71	1	2	1.25	.438
Designation	71	1	9	3.68	2.460
Work Experience	71	1	4	2.85	.856
Valid N (List wise)	71				

The mean and standard deviation of the responses obtained from the employee engagement of employees in retail sector for each statement in the questionnaire are tabulated as shown in above table 1. Analyzing the above data shows that the designation of the employee in retail sector is having high mean value 3.68 as followed by work experience mean score 2.85, age group 1.99 and last is marital status the mean value is 1.25 which mean employee engagement of the employee is not much depend upon this variable..

Table 2: Mean & standard values of Employee Engagement

	N	Minimum	Maximum	Mean	Std. Deviation
Total Leadership	71	15	42	38.38	4.552
Total Work Environment	71	45	112	102.15	9.278
Total Learning Dev	71	8	35	31.51	4.436
Total Performance	71	10	35	31.38	4.749
Total Work Itself	71	21	56	50.77	6.514
Valid N (Listwise)	71				

The mean and standard deviation of the responses obtained from the employee engagement of employees in retail sector for each statement in the questionnaire are tabulated as shown in above table 2.” Work environment “had highest rank with a mean score of 102.15, implying that the work environment is good in the retail sector. The second ranked is work itself with a mean value 50.77 indicated that employee feel that job role is challenging, and work role is interesting and they are getting opportunity to use skills . leadership quality having mean score 38.38 indicate that leadership quality is very less among the employee .the statement learning & development and performance value of the employee had a closer mean value 31.51 and 31.58 respectively implying that manager of the retail sector should concern more in this variable.

**Table 3: Factor Analysis
Communalities**

	Initial	Extraction
Vision	1.000	.854
Leading	1.000	.750
secure	1.000	.761
transparency	1.000	.902
voice	1.000	.857
leadership	1.000	.782
future	1.000	.833
growth	1.000	.871
decision	1.000	.867
trust	1.000	.800
liberty	1.000	.700
communication	1.000	.919
work culture	1.000	.832
passion	1.000	.823
discrimination	1.000	.786
respect	1.000	.895
team member	1.000	.793
grievance	1.000	.664
suggestion	1.000	.751
retain talent	1.000	.779
sufficient time	1.000	.775
work environment	1.000	.611
enough learning	1.000	.714
career consult	1.000	.869
training	1.000	.750
discuss problem	1.000	.610
learning development	1.000	.853
expected work	1.000	.805

performance appraisal	1.000	.775
happy	1.000	.875
constructive performance	1.000	.837
performance evaluation	1.000	.817
love job	1.000	.787
secure job	1.000	.699
interesting skills	1.000	.752
skills	1.000	.748
accountable	1.000	.836
strategy	1.000	.837
free responsibility	1.000	.817
speak	1.000	.823

Extraction Method: Principal Component Analysis.

Table 4: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	16.107	40.267	40.267	16.107	40.267	40.267	6.574	16.435	16.435
2	3.715	9.287	49.554	3.715	9.287	49.554	5.480	13.699	30.134
3	2.822	7.055	56.609	2.822	7.055	56.609	4.830	12.076	42.210
4	2.229	5.574	62.183	2.229	5.574	62.183	4.139	10.347	52.557
5	2.104	5.259	67.442	2.104	5.259	67.442	2.882	7.204	59.761
6	1.379	3.447	70.889	1.379	3.447	70.889	2.718	6.794	66.555
7	1.304	3.261	74.149	1.304	3.261	74.149	2.178	5.444	71.999
8	1.098	2.745	76.895	1.098	2.745	76.895	1.529	3.821	75.820
9	1.049	2.624	79.518	1.049	2.624	79.518	1.479	3.698	79.518
10	.872	2.180	81.699						
11	.792	1.979	83.678						
12	.694	1.735	85.412						
13	.650	1.625	87.037						
14	.628	1.569	88.606						
15	.492	1.231	89.837						
16	.440	1.099	90.936						
17	.420	1.051	91.987						
18	.373	.932	92.919						
19	.353	.882	93.801						
20	.299	.748	94.549						
21	.274	.684	95.233						
22	.239	.599	95.832						
23	.239	.598	96.430						
24	.215	.537	96.967						
25	.160	.400	97.367						
26	.152	.380	97.747						
27	.136	.341	98.088						
28	.120	.299	98.387						
29	.104	.261	98.648						
30	.091	.228	98.876						
31	.084	.209	99.085						
32	.075	.188	99.272						
33	.066	.164	99.436						
34	.057	.142	99.579						
35	.047	.116	99.695						
36	.038	.094	99.789						
37	.034	.084	99.873						
38	.026	.064	99.937						
39	.019	.046	99.983						
40	.007	.017	100.000						

Extraction Method: Principal Component Analysis.

The above table 5 depicts the factor loading in form of rotated component matrix; the purpose of rotation is to reduce the number of factor on which the variables under the study have high loading. Factor loading having value above 0.5 is considered to be highest. Analyzing the above table we can see out that nine variable is substantially loaded on factor component. In total factors the 9 factors were extracted to explain of the 79.518 variance. The first factors is able to extract16.435, second factor is able to extract30.134, the third factor is 42.210, fourth is 52.557 is able to extract, fifth 59.761, sixth 66.555, seventh 71.99, eight 75.820 and at last 79.518 is able to extract. The above table 6 shows all the factors extracted from the analysis along with their Eigen value, it was observed that the first factor component account for 40.267 percent of variance and the ninth factor component accounts for 2.624 percent . All total components combined account for 79.518 of the total variance.

Table 5: Factors Explained: Employee Engagement of Retail Sectors

Employee Engagement Variable	Factor	Name of the factor
Vision Leading Secure	Factor 1	Purpose And Direction
Transparency Voice Leadership	Factor2	Fairness
Growth Decision Trust Liberty	Factor3	Opportunity For Growth
Communication Work culture Passion Discrimination	Factor4	Work Environment
Respect Team Member Grievance	Factor5	Respect For Management
Career Consult Training Discuss Problem	Factor6	Training And Development
Learning Development Expected Work Performance Appraisal	Factor7	Learning And Development
Happy Constructive Performance Performance Evaluation Love Job Secure Job	Factor8	Performance Evaluation
Accountable Strategy Free Responsibility	Factor9	Work Itself

Conclusion:

In the competitive edge, Human Resource is the most important assert in every organizations. Organizations are constantly focuses on engaging employee through various methods. Rather fostering the employee towards task the organizations should help them to become more engaged toward their work and responsibility. The Nine factors was extracted from the study which affect the employee engagement of the employee in retail sectors are purpose and direction, fairness, opportunity for growth, work environment, respect for management, training and development, learning and development, performance evaluation and work itself. In organization every managers should enhance good communication among the employees, give proper training and development facilities o enhance their knowledge and skills, opportunities to growth, should be proper performance appraisal and distinctive work environment that encourage the employee to work hard.

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