

A study on Impact of employee engagement on organisational performance with respect to Organised retail sector

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Abstract: *The retail industry is changed drastically. It is giving lots of job enhancement but retaining the employees is major challenge in retail sector. The retail sector one of the fastest growing in India. To meet the customer needs and wants organisations are thriving hard to produce products & services. This Paper highlights the impact of employee engagement on organised retail sector. Identification of talent to prepare the skilled professionals for today. The paper also focuses on Modernizing the employee- Employee relationship and current human resource practices in retail industry. The paper brings practices of the talent management and employee engagement which will help to develop the high job satisfaction of employees. The study focuses on the need of employee engagement and prosperous to grow the customer satisfaction which is related to organisational performance.*

Key words : *Employee engagement, organisational performance, retail industry*

Introduction

The Indian retailing sector is at an inflexion point where the growth of organized retail and growth in the consumption by Indians is going to adopt a higher growth trajectory. The Indian population is witnessing a significant change in its demographics. A large young working population with median age of 24 years, nuclear families in urban areas, along with increasing working-women population and emerging opportunities in the services sector are going to be the key growth drivers of the organized retail sector.

Organized retailing refers to trading activities undertaken by licensed retailers, those who have registered for sales tax, income tax etc. These are incorporated as hypermarkets and retail chains, and also privately owned large businesses. Organized retail, which constitutes 8 per cent of the total retail market, will grow much faster than traditional retail. It is expected to gain a higher share in the growing pie of the retail market in India. Various estimates put the share of organized retail as 20 per cent by 2020. The Economist forecasts that Indian retail will nearly double in economic value, expanding by about \$400 billion by 2020 ("India's retail reform: No massive rush". The Economist. 2nd December, 2011)

Employee engagement & Organisational performance

Particularly in the current business environment employee engagement is competitiveness of any organisation. An engaged employee is enthusiastic to work in an organisation. Organisational performance is depending on the employee potential and employee engagement. Employee engagement is viewed from the point of cognitive, emotional and behavioural aspect. The employee's positive and negative aspect of the organisation shows the emotional aspect. Cognitive perspective always influenced by the emotional perspective of employees. The behavioural aspect of engagement fosters the employee's willingness to apply his or her discretionary effort to the work, resulting in a value-added benefit to the organization. So, employee engagement is distinctively different from employee satisfaction, motivation, and organizational culture, though they have a bearing on it.

Review of Literature

Employee Engagement

For a country like India, employee productivity, profits, and customer satisfaction (Harter, Schmidt, & engagement could really serve as a tool for increasing competitive Hayes, 2002), while at the personal level it is claimed to make advantage. The most important asset which organizations today employees happier, more satisfied, and more fulfilled, and want to have is the " People " component. People are one factor that cannot be remain with the organisation (Harter, Schmidt, & Keyes, 2003). duplicated or imitated by the competitors and is considered the most Employees who are engaged in their work are entirely attached with valuable asset if managed and engaged properly (Anitha, 2014). As Roger Simpson, CEO of The Retail Solution writes, "The result is awful, disengaged staff provides ordinary service, are challenging to manage, have an eye on the job column, and don't help with team spirit and harmony." (*why-retail-really-needs-effective-employee-engagement- www.retail highlights*)

The average age of a retail employee is 37. According to the Pew Research Center, 83 percent of 37-year-old Americans own a smartphone. Therefore, just because these employees aren't always within the same physical location at one time doesn't mean you can't reach them at scale. Bringing your employee engagement program to the device your employees use every day is key to putting the "engagement" into your employee engagement program. A 2016 study on shift workers found the industry has an average churn rate of 41 percent, with retail workers quitting after just 10 months (and Gen Z workers after only 9 months).

People are migrating away from the traditional brick and mortar retail stores in the 21st century, preferring to shop online and using their mobile devices rather than visit physical storefronts. This is most prevalent in the specialty hard goods. However, shoppers still enjoy the social and entertainment aspects that retail provides, as well as with soft goods shoppers tend to still want to touch and size in person. As the percentage of online purchases continues to grow beyond recent 10% figures, in the stores we are seeing a shift in labor.

Deloitte's US India Offices' Maverick is a quintessential example of employee engagement through gamification. With the help of Maverick, Deloitte has hit the 'sweet spot' as rightly mentioned by (Raghavendran & Kumar, 2015). Started in 2009, The program was created to ensure engagement, experimentation, discovery of talent and creativity by the employees in the organisation to foster an organisation culture rich in innovation through the use of gamification. The sweet spot that Deloitte was able to achieve lies at the centre of three very primary questions pertaining to what employees would like to do, what would they do best and what would add the utmost value to the company. A recent report by Gallup says that only 30% of the workforce in the US is fully engaged with their work, the rest is –actively disengaged or not engaged.

Objectives:

1. To study Sustaining employee engagement and job satisfaction implemented in the organized retail industry in India.
2. To study the effective relationship between the employee engagement and organisational performance

Research Methodology

This study done through literature survey, which are from secondary sources by various electronic references, articles and books.

Analysis

Different employees are motivated and attracted by different things. Some are interested about the environment and, therefore, will be receptive to corporate recycling initiatives. Others are about social programs, such as volunteering and citizenship. These choices to draw a bigger crowd and demonstrate that your organizational values are aligned to your employee's values.

Leadership approach

The manager should participate and support his employees and he should first participate in work as well as handle risk and set an example for the employees. coaching leaders help employees do better work by focussing on each person's unique strengths and weakness. They instruct when necessary and offer plenty of feedback. Helping employees develop along a career path becomes the primary motivation.

Usage of technology

Use technology to engage employees like Think SMS, bulletin boards, emails, paycheck/paystub inserts, information included in benefits packages, etc. which leads to the connectivity between organisation and employees.

Cloud based Employee empowerment

Employee needs now to reach people, communicating and engage them. This can be done by mobile technology. Cloud-based mobile platforms empower low level employees (including non-desk workers) to feel a sense of optimism and mission, while increasing their awareness of the social good performed throughout their company and offering chances for individual and team recognition. Anywhere any time is always happened through cloud.

Millennials retention

Its very important to engage millennials in the workplace. Today mostly more than 75% of the employees are millennials. Their presence is increasingly being felt throughout organizations — from early career roles to middle managers to leadership. Its very important to engage them, motivate them which ultimately leads to building an effective organisation with their performance.

Gamification

GAMIFICATION IN HR Gamification in HR has relayed to stronger relationships amongst the stakeholders of any organisation-customers, employees and partners. Gamification helps is channelizing and re orienting employee goals with business oriented goals. In order to develop and implement gamification strategies effectively, it is crucial that all HR professionals understand the concept and its difference with Game Based learning thoroughly. (Saha & Pandita, 2017) Failing to do so, they will not be able to achieve the organisational goals they were aspiring to through gamification

As above said to motivate, nurture the millennials HR should always consider the gamification option when introducing a new process or a procedure. It is always good to make fun and allow to employees to accommodate to the new tool at their pace. A smart game increases the attention and allows to employees to discuss details of the new process and explore new options and possibilities. The impact on the visibility of Human Resources in the business is positive.

Retailers should share the goals and objectives of the organisation to their employees and give them a chance to participate in making decisions and share their ideas how to improve organisational performance.

Employee recognition is lacking many of the companies. Its important to listen to the star performers and create a healthy competition between employees. Employees should be equally accountable for their work. Rewarding of employee service than their sales.

Think Online & Of line approach

It is not enough to engage employees, it is important to know their career dreams and connect with organisational goas. Think SMS, bulletin boards, emails, paycheck/paystub inserts, information included in benefits packages, etc.

Accountability of employees- Employees should be creates of their own situation, and not victims. They should be equally accountable. For this, clearly define job description. Employees who know their roles have a stronger chance of outdoing their duties. But, this sort of an arrangement works only if they feel you're concerned about their growth.

Delegation & collaborative work environment

It is key role for the retail managers to make the employees to participate in decision making within the parameters. Give the chance of open up ideas, which leads to low friction atmosphere which causes the productive environment.

Training

Ongoing employee learning and provide them appropriate training programs. Make employees aware of completion and competition of work. It is important that employees. Training employees and giving them the ability to resolve disputes instantly and the authority to make certain decisions with freedom, enables retailers to empower employees and improve decision-making efficiency.

Engagement of shop floor employees

In retail sector the frontend employee or shop floor employee is 'Face' to the customer, therefore it is imperative to ensure that they are imbued with the organisation's culture and value. Management has to ensure focused investment in training & development which would not only upskill the employees also motivate them to perform better.

Conclusion

Retail sector took dramatical changes. It is more dependent on the its human resources. Employees are asset to the organisation. Providing structured process of employee scheduling, investing on training & development ensures the improved organisational performance. Giving retail employees a voice and two-way forum to express ideas with peers and management — providing this opportunity shows staff their opinions are valued. Value recognition through rewards, promotions are to be presented time to time. Retail sector should follow the 'Right' mantra – right people, right time, with this mantra retail managers should get results they require right attitude. Retail employees should have engaged by using new methods like gamification, collaborative decisions, accountability of employees which ensures job satisfaction and increased performance. Besides the work employee behaviour is very important. They are the best brand ambassadors who carries the company's image. Both the employee and employer the engagement creates win- win scenario and it reduces the employee turnover and increases organisational performance.

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