EMPLOYEE SATISFACTION IN RETAIL SECTOR: A CASE STUDY OF ELITE SUPERMARKET, KERALA

by

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MAJOR PROJECT REPORT

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Declaration

DECLARATION

I, hereby declare that this project entitled **EMPLOYEE SATISFACTION IN RETAIL SECTOR: A CASE STUDY OF ELITE SUPERMARKET, KERALA** is a bonafide record of research work done by us during the course of project work and that it has not previously formed the basis for the award to us for any degree/diploma, associate ship, fellowship or other similar title of any other University or Society.

Vellanikkara,

31/10/17

DIVYA K.P (2015-31-023)

Certificate

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CERTIFICATE

Certified that this project report entitled **"EMPLOYEE SATISFACTION IN RETAIL SECTOR: A CASE STUDY OF ELITE SUPERMARKET, KERALA"** is a record of project work done by Miss. Divya K P, under my guidance and supervision and that it has not previously formed the basis for the award of any degree/diploma, associate ship, fellowship or other similar title of any other University or Society.

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ACKNOWLEDGEMENT

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DESIGN OF THE STUDY

1.1 Introduction

Human resource is considered to be the most valuable asset in any organisation. It is the sum of inherent abilities, aptitudes of the employed persons who comprise executives, supervisors and the rank and file employees. The human resources should be utilised to the maximum possible extent, in order to achieve individual and organisational goals. It is thus the employee's performance which ultimately decides the attainment of goals. Hence, the employee's performance is to a large extent influenced by motivation and job satisfaction.

Employee satisfaction is essential for the success of any business. It is a measure of how happy workers are with their job and working environment. A high rate of employee contentedness is directly related to a lower turnover rate. Thus, keeping employees' satisfied with their careers should be a major priority for every employer. While this is a well-known fact in management practices, economic downturns like the current one seem to cause employers to ignore it. Employee satisfaction is the terminology used to describe whether employees are happy, contended and fulfilling their desires and needs at work.

In order to measure employee satisfaction, many companies will have mandatory surveys or face-to-face meetings with employees to gain information. Both these tactics have pros and cons, and should be chosen carefully. Surveys are often anonymous, allowing workers more freedom to be honest without fear of repercussion. Interviews with company management can feel intimidating, but if done correctly can let the worker know that their voice has been heard and their concerns addressed by those in charge. Surveys and meetings can truly get to the centre of the data surrounding employee satisfaction, and can be great tools to identify specific problems leading to lowered morale.

Many experts believe that one of the best ways to maintain employee satisfaction is to make workers feel like part of a family or team. Holding office events, such as parties or group outings, can help build close bonds among workers.

Many companies also participate in team-building retreats that are designed to strengthen the working relationship of the employees in a non-work related setting. Camping trips, paintball wars and guided backpacking trips are versions of this type of team-building strategy, with which many employers have found success.

Of course, few workers will not experience a boost in morale after receiving more money. Raises and bonuses can seriously affect employee satisfaction, and should be given when possible. Yet money cannot solve all morale issues, and if a company with widespread problems for workers cannot improve their overall environment, a bonus may be quickly forgotten as the daily stress of an unpleasant job continues to mount.

The backbone of employee satisfaction is respect for workers and the job they perform. In every interaction with management, employees should be treated with courtesy and interest. An easy avenue for employees to discuss problems with higher level management should be maintained and carefully monitored. Even if management cannot meet all the demands of employees, showing workers that they are being heard and putting honest dedication into compromising will often help to improve morale.

Employee satisfactions shows that personal factors such as an individual needs and aspirations determine his attitude, along with group and organisational factors such as relationships with co-workers and supervisors and working conditions, work policies, and compensation. Satisfied employees are more likely to be satisfied citizens. These people will hold a more positive attitude towards life in general and make for a society of more psychologically healthy.

1.2 Statement of the problem

The success of an organization depends very much up on employee satisfaction. A high level of customer service leads to customer retention, thus offering growth and profit opportunities to the organization. There is a strong relationship between customer satisfaction and employee satisfaction. Satisfied employees are more likely to stay with company and become committed and have more likely to be motivated to provide high level of customer service, by doing so will also further enhance employee's satisfaction through feeling of achievement

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Retail sector is one such field where it can transform the requirements of the public towards the producer of the products. Retail sector is one of the fastest growing sectors in India, especially over the last few years. In today's challenging economic climate, the effective engagement of employees in the retail industry is an increasingly vital requirement to maintain exemplary customer service levels and maximise sales. Making employees feel valued and striving to build genuine relationships with them can help retailers to reduce staff turnover and create loyalty amongst employees, boosting performance and maintaining positive attitudes; crucial to hitting sales targets.

Elite supermarket is a dynamic leader in retail and food sector which was established in the year 1991 consist of more than 300 employees. Since the prime focus of this organization is to make customer's retail experience quick and easy. An impeccable eye for quality and continuing structure to provide exceptional service provides what form the core of Elite supermarket. Management of human resource has a greater impact in functioning of this organisation. In order to maintain the core values it is essential to make a focus on employee satisfaction. The proposed study intends to analyse level of satisfaction among employees of Elite supermarket.

1.3 Objectives of the study

1. To examine the level of employee satisfaction and area of dissatisfaction in Elite Supermarket.
2. To identify major factors determining the satisfaction.

1.4 Methodology

1.4.1 Study area

The study was conducted in four different branches of Elite supermarket, Kerala situated in Thrissur RoundNorth, Selex mall (East fort),Kakkasseri souk (Kunnamkulam) and Kothamkulangara (Angamali)

1.4.2 Sample design

Out of sample frame of 310 employees from the Four Branches of Elite supermarket a sample of 100 respondents were taken for the study using stratified

random sampling method. There are three main categories of employees in the organization such as managerial category, supervisory category and workers category.

Sampling design is given below:

	Thrissur North	Selex Mall	Kunnam kulam	Angamali	Total
Managers (50%)	2	1	1	1	5
Supervisors (50%)	3	2	2	3	10
Workers (30%)	41	14	11	19	85
					100

1.4.3 Tools and techniques for data collection and analysis

The proposed study was conducted mainly on the basis of primary data by surveying different categories of employees in Elite supermarket using pre tested structured schedules. Two types of schedules that is one related to ideal situation and other related to actual situation were used to collect primary data. Both schedules have two questions related to each parameter of employee satisfaction. These two schedules were used to collect each individual employee's expectations with respect to his place of work and actual conditions. Information from selected respondents was collected on a five-point Likert scale. Responses obtained were analysed using an analytical framework developed on the basis of Herzberg two factor theory.

According to Two factor theory, satisfaction and dissatisfaction are not opposite poles of one dimension, but they are two separate dimensions. Satisfaction affected by motivators and dissatisfaction is affected by hygiene factors. Motivational factors are related with job directly like achievement, recognition, advancement, the work itself and the possibility of personal growth and responsibility. The presence of these factors creates highly motivating situations, but its absence does not cause dissatisfaction. Hygiene factor are external to the job and

related to the job environment like company policy and administration, interpersonal relations, salary, job security, working conditions etc. The presence of these factors did not significantly motivate them but absence of such factors cause serious dissatisfaction. Based on these, thirteen parameter concerned with employee satisfaction were identified

Satisfaction with a job factor will depend up on the importance the factor and on the difference between what is desired of it and what is received as per the Locke's Value Discrepancy theory.

Two schedules were thus framed, based on the thirteen parameters. Schedule I (Ideal) intended to gauge the respondent's attitudes, value, believes, aspirations etc, about his work place. This gives an indication of the importance of the job factors for the individual.

Schedule II (Actual) pertaining to the actual conditions existing in the organization. Both schedules had two questions each related to each parameter of job satisfaction.

The possible responses are set in Five-point Likert scale such as Strongly Agree, Agree, No opinion, Disagree, Strongly Disagree.

Responses	Scores
Strongly Agree	5
Agree	4
No opinion	3
Disagree	2
Strongly Disagree	1

The parameters are derived by adding the responses of the two questions pertaining to the respective parameters.

The deviation between the scores in the two schedules indicates the discrepancy between the respondent's expectations about the workplace and actual situation. These deviations thus correspond to the areas of dissatisfaction

Deviation in a parameter   = score in ideal schedule-score in actual schedule

$$= (Q1+Q2) \text{ Score in ideal schedule-}$$

$$(Q1+Q2) \text{ scores in actual schedule}$$

Maximum deviation possible $= (5*2)-(1*2)$

Minimum deviation possible $= (1*2)-(1*2)$

For the purpose of the study certain working definitions are formulated;

The zero deviation is assumed as the situation where the total score of actual situation and that of ideal situation are equal and hence assumed as a state of satisfaction. The positive deviation is defined as the condition where the total score of actual situation is less than that of ideal situation and hence assumed as a state of dissatisfaction. It is also assumed that an unrealistic result may occur which may lead to negative deviation where the total of the actual score exceeds the ideal score. This may happen when the respondents are not able to make up their opinion properly and have assumed as neutral state.

Areas of dissatisfaction are estimated using Positive average method, which is derived as the averages, obtained from positive deviation, which is as follows;

PAV = (Sum of positive deviation /Sample size)

A paired sample t-test is used to test the overall satisfaction level of employees. In paired sample hypothesis testing, a sample from the population is chosen and two measurements for each element in the sample are taken.

A One way Anova is used to compare the average dissatisfaction level among three category of employees, i.e manager, supervisor and workers category in population

1.4.4 Observations

Parameters with respect to maintenance factors and motivational factors were considered, which are as follows;

Maintenance factors:

a) Good salary and wages (GSW)

b) Good working environment (WE)

c) Clear job description (CJD)

d) Job security (JS)

e) Interpersonal relationship (IR)

f) Quality of supervision (QS)

g) Work hours (WH)

Motivational factors:

a) Recognition and reward (RR)

b) Meaning full and challenging work (MCW)

c) Autonomy and responsibility (AR)

d) Identification with company objective (ICO)

e) Job fit (JF)

f) Personal goal satisfaction (PGS)

1.5 Scope of the study

The study highlights the level of satisfaction among employees of Elite supermarket, so the unit can consider this while preparing human resource plan in future for increasing productivity and personal well being of employees.

Findings of the study will be helpful to the organization for identifying the area of dissatisfaction of employees, which may be helpful to take managerial decisions

1.6 Limitations of the study

1. The study is confined only to a few employees of Elite supermarket. Hence it cannot be generalized.

2. Most of the employees may hesitate to reveal their real opinion due to fear of disclosure

1.7 Chapterisation scheme

The first chapter deals about the introduction, statement of the problem, objective, methodology, scope and limitations of the study. The second chapter explains theoretical framework related to job satisfaction. The third chapter deals with review of related literature. The fourth chapter deals with industrial profile. The fifth

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explains the company profile of Elite supermarket. The sixth chapter deals with data analysis and interpretation and the seventh chapter deals with summery of findings, suggestions and conclusion.

Chapter - 2

Employee satisfaction – A Theoretical framework

Chapter - 2

EMPLOYEE SATISFACTION – A THEORETICAL FRAMEWORK

Employee satisfaction is the terminology used to describe whether *employees* are happy and contented and fulfilling their desires and needs at work. An employee who expresses satisfaction is said to have a positive attitude towards the job, unlike a dissatisfied employee who has a negative attitude towards the job. A person having negative attitude shows a personality disposition which is inclined to experience nervousness, tension, worry, upset and distress, where as those with positive attitude will feel happy with themselves, others, and with their work.

Employee job satisfaction theory – By Hoppock : The term employee job satisfaction was brought to limelight by Hoppock (1935). He reviewed 32 studies on job satisfaction conducted prior to 1933 and observed that job satisfaction is combination of psychological, physiological and environmental circumstances that cause person to say 'I'm satisfied with my job'. Locke defines job satisfaction as a "pleasurable or positive emotional state resulting from appraisal of one's job or experiences". To the extent that a person's job fulfils his dominant need and is consistent with his expectations and the values, the job will be satisfying.

Job satisfaction definition: one way to define satisfaction may be to say that it is the end state of feeling. The word 'end' emphasizes the fact that the feeling is experienced after a task is accomplished or an activity has taken place whether it is highly individualistic effort of writing a book or a collective endeavour of constructing a building. These activities may be minute or large. But in all cases, they satisfy a certain need. The feeling could be positive or negative depending upon whether need is satisfied or not and could be a function of the effort of the individual.

This can be better understood by taking example of foreman in an engineering industry. He has been assigned the task to complete a special order by a certain deadline. Person experience positive job satisfaction because he has been

chosen to complete the task. It gives him a special status and feeling that has been trusted and given special task, he likes such kind of rush job and it may get him extra wages. The same could be the sources of his dissatisfaction if he does not like rush work, has no need for extra wages. Each one of these variable lead to an end state of feeling, called satisfaction

Major theories of employee satisfaction

1. Herzberg's Motivation- Hygiene theory
2. Locke's value discrepancy theory

2.1 Herzberg's Motivation- Hygiene theory

Fredrick Herzberg and his associates developed Motivation Theory based on two main factors in late 1950's. This theory is also known as Two Factor Theory. Herzberg carried out research in nine different organizations where 200 respondents comprising accountants and engineers were subjects. A structured interview was carried out. The purpose of the study was to identify various factors for goal achievement and also the factors that could be included so that motivation levels do not fall. Findings of the study: Herzberg concluded, "There are two types of needs, independent of each other".

(a) Motivational Factors: There is a set of job conditions, which operates primarily to build strong motivation and job satisfaction. These factors are called motivational factors.

They are intrinsic in nature and help increase one's output. These factors have positive effect on morale, productivity, and job satisfaction and overall efficiency of the organization.

These factors are:

i.   Achievement
ii.   Advancement
iii. Possibility of Growth
iv.   Recognition.
v.   Work Itself
vi.   Responsibility

(b) Maintenance Factors: There are some job conditions which operate primarily to dissatisfy employees when these conditions are absent. These factors are also called hygiene factors. When these factors are present they do not motivate in a strong way, when absent they dissatisfy, That is why these factors are called dissatisfiers. These factors are.

i. Company Policy and administration.

ii. Technical supervision.

iii. Interpersonal relationship with superiors.

iv. Interpersonal relationship with peers.

v. Interpersonal relationship with subordinates.

vi. Salary.

vii. Job security.

viii. Personal Life.

ix. Working condition.

x. Status.

Above factors are not intrinsic parts of a job. They prevent losses due to work restrictions. These factors are necessary to maintain a reasonable degree of satisfaction of employees. As stated earlier they are demotivators if they are not present. For example minimum level of working conditions must be maintained by the organization to ensure that minimum level of satisfaction exists. If working conditions are poor, the employees will be dissatisfied and it would have adverse effect on goal achievement. Potency of various factors does not increase the motivational level. It is influenced by personality and characteristics of individual employee.

Not dissatisfied but unmotivated to improve

Low   High

Job satisfaction

Hygiene factors
- Quality of supervision
- Pay
- Company policies
- Physical working conditions
- Relations with others
- Job security

Motivation factors
- Promotion opportunities
- Opportunities for personal growth
- Recognition
- Responsibility
- Achievement

Job dissatisfaction

High   Low

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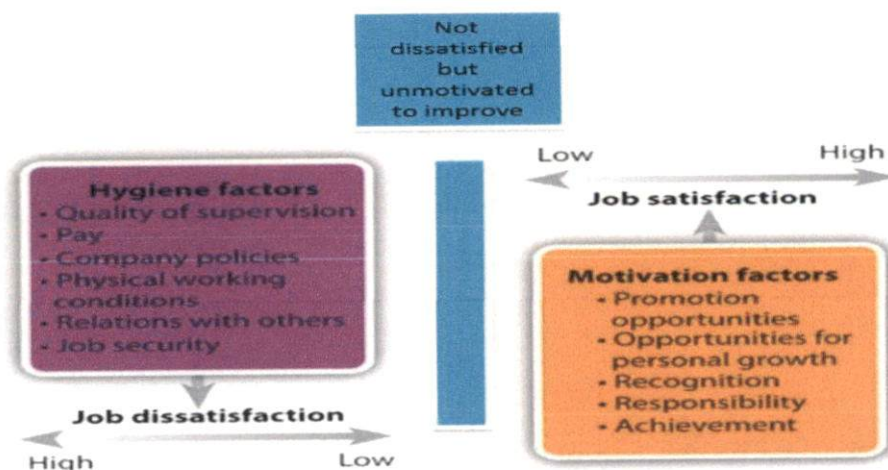
2.2 Locke's value discrepancy theory

Edwin Locke has proposed a theory known as value discrepancy theory. This theory suggests that a person's job satisfaction comes from what he feels important rather than the fulfilment or unfulfilment of his needs. A person's importance rating of a variable "how much" of something is wanted. Discrepancy theory suggests that dissatisfaction will occur when a person receive less than what they want.

The theory suggests that satisfaction is affected by two factors; first individual's value and second his perceptions. Value defines what the individual wants and perceptions define how much they are actually receiving. The satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job.

The theory also states that how much one love a given factor of wok (degree of autonomy in a positive) moderates how satisfied or dissatisfied one become when expectations are or are not met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met) compared one who does not value that facet. To illustrate we can take an example, employee A values autonomy in the workplace and employee B is indifferent about autonomy. The employee A would be more satisfied in a position offers a high degree of autonomy and less satisfied in a position that is a little or no autonomy compared to employee B. This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction the more worker value a facet

The satisfaction of a person derives from what a person considers important or valuable values have both content and intensity. Content refers to what is wanted and intensity refers how much is wanted and intensity refers how much is wanted. Satisfaction results from a dual judgement. That is difference between desired and what is achieved determines the level of satisfaction.

Locke proposed that satisfaction will be greater when the discrepancies are small that is when you get, what you expect. Negative discrepancies or getting less than what is required are associated with dissatisfaction on any job factor. Overall job satisfaction is influenced by many factors such as working conditions, recognition and rewards, personal interest in the work and how much status a job is giving.

2.3.1 Determinants of employee satisfaction

Employee satisfaction is a multi-variable and incredible concept. There are number of factors that influence job satisfaction of employees. These factors can be classified into two categories.

They are :

A) Organizational variable

B) Personal variable

2.5.1 Organizational factors: The organizational determinants of job satisfaction play a very important role. The employees spend major part of their time in organization so there are number of organizational factors that determine job satisfaction of employees. The job satisfaction in organization can be improved by organizing and managing the organizational factors. The organizational determinants of job satisfaction are:

i) Wages: Wages can be described as the amount of reward that a worker expects from the job. Wages are instrument of fulfilling the needs as every worker expects to get an appropriate reward. The wages are supposed to be fair, reasonable, and equitable. A feeling of job satisfaction is felt by attaining fair and equitable rewards

ii) Nature of work: The nature of work has significant impact on job satisfaction. Job satisfaction is highly influenced by nature of work. Employees are satisfied with job that involves intelligence, skills, abilities, challenges and scope for greater freedom. Job dissatisfaction arises with a feeling of boredom, poor variety of tasks, frustration and failures.

iii) Working conditions: Employees are highly motivated with good working conditions as they provide feeling of safety, comfort and motivation. On contrary, poor working conditions bring out a fear of bad health in employees.

iv) Job content: factors like recognition, responsibility, advancement, achievement, etc can be referred as job content. A job that involves variety of tasks and less monotonous results deliver greater job satisfaction. A job that involves poor content produce job dissatisfaction.

v) Organizational level: The jobs that are at higher level are viewed as prestigious, esteemed and opportunity for self control. The employees that are working at higher level jobs express greater job satisfaction.

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vi) Opportunity for promotion: Promotion can be reciprocated as a significant achievement in the life. It promises and delivers more pay, responsibility, authority, independence and status. So, the opportunities for promotion determine the degree of satisfaction to the employees.

vii) Work group: There is a natural desire of human beings to interact with others and existence of groups in organizations is a common observable fact. This characteristic results in formation of work groups at the work place. Isolated workers dislike their jobs. The work groups make use of remarkable influences on the satisfaction of employees. The satisfaction of an individual is dependent largely on the relationship with the group members, group dynamics, group cohesiveness and his own need for affiliation.

Viii) Leadership styles: the satisfaction level on the job can be determined by the leadership styles. Job satisfaction of an individual is greatly enhanced by democratic style of leadership. It is because democratic leaders promote friendship, respect and warmth relationships among the employee. On contrary, employees working under authoritarian and dictatorial leaders express low level of job satisfaction.

2.5.2 The personal determinants: There is also help a lot in maintaining the motivation and personal factors of the employees to work effectively. Job satisfaction can be related to psychological factors and personal factors that are:

i) Personality: The personality of an individual can be determined by observing his individual psychological conditions. The factors that determine by the satisfaction of individuals and his psychological conditions are perception, attitude and learning.

ii) Age: Age can be described as a noteworthy determinant of job satisfaction. It is because younger age employees possessing higher energy levels are likely to be having more job satisfaction. In order age, the aspiration level in the employees increase. They feel complete dissatisfied in a state where they are unable to find their aspiration fulfilled.

iii) Education: Education plays significant determinant of job satisfaction as it provides an opportunity for developing one's personality. Education develops and improves individual wisdom and evaluation process. The highly educated emloyees can understand the situation and asses it positively as they possess persistence, rationality and thinking power.

iv) Gender difference: The gender and race of the employees play important determinants of jobs satisfaction. Women, the fairer sex, are more likely to be satisfied than their male counterpart even if they are employed in small jobs.

The job satisfaction can also be determined by other factors like learning, skill autonomy, characteristics, unbiased attitude of management, social status etc. It is important for the managers to consider all these factors in assessing the satisfaction of employees and increasing their level of job satisfaction.

2.6 Top ten reasons for job satisfaction

According to Greg Smith, the president and lead navigator of " chart your course international", the top ten reasons for job dissatisfaction are :

1. Management determines that one person do the job of wo or more people, resulting in longer days and week-end work.

2. Management cuts back on administrative help, forcing professional workers to use their time copying, stapling, collating, filling, and other clerical destroying job satisfaction.

3. Management puts a freeze on raises and promotions, when an employee can find a job paying 20 to 30 per cent more somewhere else.

4. Management does not allow the rank and file to make decisions or allow them pride of ownership.

5. Management constantly reorganizes, shuffle people around, and change direction constantly.

6. Management does not have or take time to clarify goals and decisions, therefore it rejects work after it has been completed, damaging the morale and esteem of those who prepared it.

7. Management shows favouritism and gives some workers better offices, promotions, trips to conferences.

8. Management relocates the offices resulting in overloading of work thereby forcing employees to quit

9. Management promotes someone to supervise who lacks training and or necessary experience, alienating staff and forcing employees to quit.

10. Management fails to deal with poor performers causing greater conflict and stress while at the same time preaching team work and cooperation.

2.6 The consequences of job satisfaction

Job Satisfaction and Job Performance In the 1950's two major literature reviews showed that in most studies only a slight relationship was found between satisfaction and performance. A later review by Vroom also showed that studies had not found a strong relationship between satisfaction and performance. In other words, better performers did seem to be slightly more satisfied than poor performers. Lawler and Porter explained this as "performance causes satisfaction". Good performance may lead to rewards, which in turn lead to satisfaction.

Clearly, a more logical view is that performance is determined by people's efforts to obtain the goals and outcomes they desire, and satisfaction is determined by the outcomes people actually obtain. Yet, for some reason, many people believed - and some people still do believe - that the "satisfaction causes performance" view is the best.

a) Job Satisfaction and Turnover

In most studies, researchers have measured job satisfaction among a number of employees and then waited to see which of the employees studied left during an ensuring time period (typically, a year). The satisfaction scores of the employees who left have then been compared with the remaining employees' scores. Although relationships between satisfaction scores and turnover have not always been very strong, the studies in this area have consistently shown that dissatisfied workers were more likely than satisfied workers to terminate employment. Thus, satisfaction scores can predict turnover.

b) Job Satisfaction and Accidents

Research on the relationship between job satisfaction and accident generally shows that the higher the satisfaction with the job, the lower is the rate 67 of accidents. A satisfied employee would not be careless or negligent and would encounter lesser possibilities of running into an accident situation. The more favourable attitude towards the job would make him more positively inclined to his job and there would be a lesser probability of getting in to an unexpected, incorrect or uncontrolled event in which either his action or the reaction of an object or person may result in personal injury. Dissatisfied workers are more likely to have accidents in order to remove themselves from their unpleasant work situation. To conclude, dissatisfaction is associated with a predisposition towards accidents.

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c) Job Satisfaction and Absenteeism

In every-day life certain contingencies require a little extra effort on the part of the workers to come work. For a dissatisfied worker these may be major reasons for missing the work but for a satisfied worker these may be irrelevant. The fact, however, remains that the absence from work, adds considerable cost to the process of output. Like turnover, absenteeism has been found to be related to job dissatisfaction. If workers absent themselves voluntarily without giving prior notice it amounts to dissatisfaction with the work. The research studies that have separated voluntary absences from overall absences have, in fact, found that 68 voluntary absence rates are much more closely related to dissatisfaction than are overall absence rates.

d) Job Satisfaction and Unionism

In the Indian context where unions are strong and persuasive, to think of job satisfaction without unionism would be very unrealistic. Most workers tend to look up at the union official to settle their grievances. The purpose of unions is to protect the economic interest of its members and to ensure and maintain desirable working conditions for them. In addition, they also serve as watch dogs to unfair labour practices. To conclude, dissatisfaction with work makes the employee to form or join a union.

e) Job Satisfaction and Productivity

Of all behaviours that job satisfaction or dissatisfaction could affect, the most important is performance. It is generally assumed that a satisfied employee will also be a productive employee. It is quite natural that more positive feelings about work lead to greater output and higher quality work.

f) Job Satisfaction and Organisational Effectiveness

The research evidence on the determinants of satisfaction suggests that satisfaction is very much influenced by the actual rewards a person receives though the organisation has a considerable amount of control over these rewards. Absenteeism and turnover have a direct influence on organisational effectiveness. The organisation can control absenteeism and turnover by rewarding well the best performers. Although identifying and rewarding the better performers is not always easy, the effort may have significant pay-offs in terms of increased organizational effectiveness.

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Chapter -3

Review of literature

Chapter-3

REVIEW OF LITERATURE

Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Employee satisfaction is a factor in employee motivation, employee goal achievement and positive morale in work place.

Maslow (1943) suggested that there exist a hierarchy of human needs, commencing with physiological needs then, safety, social, esteem and at last self-actualization need. He says that these needs must be satisfied in the order listed. Maslow's theory says there are some important implications for management. There are opportunities to motivate employees and provide them job satisfaction through management style, job design, company events, and compensation packages.

Davis (1951) is of the view that good organizational moral is a condition in which individuals and groups voluntarily make a reasonable subordination of their personal objective to the service objective of their organization.

Morse (1953) considered job satisfaction as a function of job contents identification with company, financial and job status and pride in group performance.

Meizter and Salter (1962) studied job satisfaction of 704 physiologists with reference to the organizational structure with in which they worked. On categorizing the respondents on the basis of administrative levels within the organization, they found a negative correlation between the level of administration and job satisfaction. However when the sizing of organization is analyzed, they found generally insignificant relationship between "tallness" and "flatness"of the organization and satisfaction.

Katzell (1964) in his theoretical treatment of job satisfaction argued that a given amount of expectancy and actual discrepancy would produce different degrees of satisfaction depending up on the importance attached by the individual.

Sinha and Nair (1965), report that satisfied worker is usually more skilled, is either fresh to the organization or has put in many years in it and has a few dependents to support. This study was conducted on large machinery plants in South India.

Farland (1965) in his study found that the factors which effects the morale such as working conditions including pay, hours of work and safety rules, attitude of executives and managers towards their subordinate, effective leadership and an intelligent distribution of authority and responsibility in the organization, size of the organization, the design of the organization structure which facilitates the flow of work.

Herzberg (1966) defined job satisfaction as a work of both work values and work rewards. A work reward refers to the intrinsic and extrinsic benefits that workers receive while doing their work.

Kapoor and Rao (1969) had examined the age and attitude towards officers in understanding the Job satisfaction of 146 female employees. His research highlighted that female employee and married female employee having more than twenty five years of age always oppose against injustice and struggle against management too.

Jawa (1971) collected data on 70 semi-skilled workers in his study on anxiety and job satisfaction. On the basis of the anxiety scale filled by the respondents and their scores, anxiety was divided into three groups of high, average and low anxiety. In addition to this a satisfaction questionnaire was also filled by the respondents. The results indicate a trend of increasing satisfaction with decreasing anxiety level.

Davis (1972) opinioned that high job satisfaction is an outcome of co-operation and team work, which the employees want to develop among their employees. Higher job satisfaction is associated with lower turnover, fewer absence, older employees and higher occupational level.

Pestonjee (1973) examine the level of employees' morale and job satisfaction prevailing under democratic and autocratic organizational structures among the employees of two departments of textile mill. He found that the democratic work

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groups had the lowest number of dissatisfied employees, whereas the autocratic work group had the lowest number of highly satisfied employees. Thus, he concludes that a democratic (organizational) structure is conductive to higher morale and job satisfaction.

Sinha (1974) defined job satisfaction as a reintegration of effect produced by individual as perception of fulfillment of his needs in relation to his work and situations surrounding to it.

Edwin A Locke's (1976) stated that satisfaction is determined by a discrepancy between what one wants in job and what one has in a job.

Anastari (1979) explained job satisfaction is essentially the degree of correspondence between each workers needs and their need fulfilling characteristics of the job.

Partridge (1981) studied the job satisfaction level of women in Britain in which he found that the job satisfaction level of women was more as compared with black men, as they normally have low expectations from their jobs. At the same time they have a greater feeling that the alternative jobs available to them differs very less than those available to them.

Beumont (1982) in his article highlights the job satisfaction level of general household in United States & Britain where in there is a close fit relationship in U.S than Britain. In the study he found that in U.S there is a positive relationship between Job Satisfaction and Age where as in Britain it was considerably low.

Savery (1987) highlights the effect of motivators on job satisfaction. He states intrinsic motivators' helps in achieving job satisfaction. The study says stress being one of the major reason leading to dissatisfaction therefore it has to be taken care of properly to reduce the level of dissatisfaction. The immediate supervisor is the person who has a major influence on job satisfaction. The supervisor helps in increasing the satisfaction level by offering more of intrinsic motivators like challenging work and career development to the subordinates and he is the one who provides the most tangible assistance to the subordinate.

Savery (1989) highlighted the job satisfaction of nurses in Perth, Western Australia. The job satisfaction level of the nurses was mainly due to interesting and challenging work which was followed by a feeling of achievement wherein, he even said salary was ranked as a very low satisfier. The job satisfaction level increased as the person grew old where in the variables like gender, time in hospital, position held were controlled. Organizations should always focus on satisfying the three basic needs (Individual motivators, Employee relationships and personal relationships) of an employee which will in return help the employees in achieving job satisfaction

Srivastava (1990) observed employee satisfaction and productivity increased when routine jobs were combined so that employees could use more of their skills and abilities.

Melvin (1993) stated that the environmental design of an organization plays a very important role in job satisfaction at the same time it also plays an important role in employees high job involvement. A good environmental design of an organization helps in resolving the conflicts and confusion. The author even cites that it is the responsibility of the management to design the environment in such a manner that it reduces the dissatisfaction where in the work tasks, working patterns are properly mentioned.

Lee Ross D (1995) suggested that the link between job mobility and job satisfaction was complex and could not be adequately explained by traditional theories of motivation.

Dayanandan (1997) in his study of Human Resource Management in co-operative banks found that satisfaction with co-employees was favourable between both the senior and junior level employees. He also states that increased satisfaction was noticeable among the senior level of employees with regard to environment and working conditions with junior level employees.

Tietjen & Myers (1998) discusses the theories of job satisfaction mentioned by Herzberg and Lockers. Job Satisfaction is always maximum when an employee is satisfied with the work which is assigned to him. A well furnished office and the temperature of the work environment doesn't help much where as the base duty

allotted in the job and the intrinsic related feelings of an individual creates a positive attitude in him about the job. Salary, perks always doesn't lead to job satisfaction it is the intrinsic feelings of an individual which leads to job satisfaction.

Honquin et al., (2000) argued that various training and development and a quality management approach may help to improve job satisfaction.

Bruck (2002) examined whether there would be differential relationship across the job satisfaction facet. These facets revealed no significant differences across facets for any of the conflict measures. These results provide important implications for practitioners who are implementing organizational interventions designed to combat work family conflict.

Zaki (2003) explains the job satisfaction and performance of Lebanese banking non-managerial staff. The researcher found a significant relationship between job satisfaction and gender in relation to pay and supervision. Only satisfied people in the organization perform and it is the duty and responsibility of the organization to take proper care of them. Female employees were more satisfied with the salary whereas male employees were more satisfied with the supervision. The author even says at times this may not be relevant because self-ratings are inflated and generally colleagues' performance is under rated.

Jha (2003) in his study of nature of differences in the level of job satisfaction among executives of four public and private sectors of Eastern and Northern parts of India found the differences indifferent aspects of job satisfaction viz., job itself, pay and security were felt by the executives. These aspects were found to be significantly higher in the case of private sector organizations as compared to public sector organizations.

Evert (2004) stated that job level is positively related to job satisfaction in individualistic countries but not in collective countries. Moreover, the positive relationship between job level and job satisfaction holds only for the jobs with much opportunity to use one's skills and abilities especially in individualistic countries. Job level is even negatively related to job satisfaction in jobs with little opportunity to use one's skill and abilities in collective countries.

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Chakraborty (2005) found that the teachers' job satisfaction not only depends on their nature of job but also on institutional scenario, facilities, salaries and standard of the students.

Sharma (2006) stated that level of job satisfaction derived by government school teachers is modest. The maximum satisfaction is derived from the dimension of principles' behavior and the minimum from pay and rewards packages provided to them. Private school teachers are more satisfied than government school teachers despite the poor package due to congenial atmosphere in private schools.

Austin (2007) mentions "Self-fulfillment", "Independence" and "Job environment" are the key reasons to managers' job satisfaction in Cyprus. Good pay, highly skilled subordinates, growth opportunities relates to self-fulfillment. Employers should focus on these three factors i.e. the demographic variables (age, gender, number of years in the organization, public or private sector, number of employees supervised) independence in work and the work environment to make the system flow flawlessly leading to job satisfaction.

Omey (2007) discusses the relationship between educational level and job satisfaction. He says though there is a relationship it also says that there is no relationship as well. Higher educated workers are always satisfied in comparison with the lower educated workers, the fact being higher educated people obtain a job of better quality. He adds lower educated workers can also have higher level of job satisfaction from the psychological benefits of a "good job". Quality of jobs offered to the employees differs with the educational level leading to different degree of job satisfaction. Job characteristics have a big role as here one gets a scope to use his or her own skills. Therefore the author suggests that organizations should focus more on job quality than educational level.

Clark (2008) has revealed that there was strong correlation between opportunities for promotions and job satisfaction. The results indicate the external needs, opportunities for promotions, and pay contribute to job satisfaction and reduction of turnover among employees within insurance organizations. The problem with job satisfaction and turnover is a concern within insurance industry.

Edwards (2008) indicated that relationship between overall job satisfaction and task and contextual performance were the same. There was a strong relationship satisfaction and supervision and contextual performance compared to task performance. This also states the importance of considering different facts with job satisfaction and job performance relationship, as well as the importance of matching predictors and criteria in terms of their levels of specificity.

Saleem, and Mahmood (2009) study was focused to the mobile telcom services in Pakistan wherein the effect of work motivation on job satisfaction was studied. Training is perceived to be a regular ongoing process for systematic progression of employees' attitude, skill and knowledge in creating motivation towards their job satisfaction. The HRM system of the organization helps in resolving the issues of work motivation and job satisfaction.

Singh (2009) revealed a significant difference between high and low work culture groups which are related to their satisfaction with management. The possible reason for it being the obligation towards others produced a sense of responsibility within individuals which made them more satisfied in comparison to low scorers on this dimension.

Chopra (2010) stated that job satisfaction is a multifaceted concept, which can mean different things to different people. The link between job satisfaction and performance may prove to be spurious relationship; instead, both satisfaction and performance are result of personality.

Dr. R. Anitha (2011) studied job Satisfaction of Paper Mill Employees with special reference to Udumalpet and Palani Taluk and indicated that The organizations lack the relationship between workers and supervisors, ,working conditions, Canteen, rest room facilities, rewards, recognition and promotion policy , reward system of the employees and promotions must be given based on merit, educational qualification and experience, and if these factors are given little more care, the company can maintain high level of satisfaction ,organizational commitment and involvement. This will in turn lead to effectiveness and efficiency in their work which leads to increased productivity.

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Ramayah (2011) evaluates within the Malaysian context whether mentoring leads to job satisfaction. His findings reveal that career mentoring was related to all the dimensions of job satisfaction. The dimensions of job satisfaction studied here were: job itself, co-workers, supervisors, and promotion. Mentor plays an important role in higher level of learning always and it directly results in positive employee outcomes.

Al-Zoubi (2012) studies the relationship between job satisfaction of various private and public Jordanian organizations and Salary. He found that salary is not a prime factor that influences job satisfaction. Though financial effect is fast but has very sort effect. Job satisfaction is always a long-term requirement by an organization. Therefore, organizations should think of innovative ways that will enhance all job aspects including salaries as well as psycho-social variables that enhances the work life quality.

Singh & Jain (2012) highlights on employees job satisfaction and its impact on their performance. Employees' attitude reflects the moral of the company. Happy employees play an important role in the areas of customers' service and sales as they are the one to interact with the customer on a daily basis. Work environment is the key factor in job satisfaction. Good work environment and good working conditions leads to job satisfaction at the same time helps in increasing employee work performance, profitability, customer satisfaction as well as retention.

Gurusamy&Mahendran (2013), in their study found that salary occupy the first Rank for determining job satisfaction compared with other major determinants. The study was conducted on 300 respondents and was limited to the automobile industries of India.

Rashid Saeed etal., (2014),in their study found that promotion, pay, fairness and working condition to be the key factors that contribute to employee job satisfaction. The study was conducted on 200 telecom sector employees of Pakistan. It was concluded that money and compensation play an important role in the job satisfaction of the telecom employees of Pakistan.

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Imran &Majeed et al (2015), in their study explore the relationship between job security, organizational justice and organizational productivity with the mediating role of job Satisfaction. The result of this Research suggests offering job security to the employees. In addition, measures should be taken to increase employees' job satisfaction as these factors will directly lead to an increase in Organizational productivity.

S.Abdulwahab and Bin (2016) explored that the major factors contributing to employee satisfaction are job fit, good communication, appreciation, job performance and clear objectives. The study confirms that satisfied employees do perform better and contribute to the overall success of organizations. On the other hand, employees who are not satisfied do not perform well and become a barrier to success.

Review of literature deals with the studies related to employee satisfaction and as a conclusion employee satisfaction is a a given amount of expectancy and actual discrepancy would produce different degrees of satisfaction depending up on the importance attached by the individual. Salary ,working conditions, interpersonal relationship, team work , autonomy and responsibility , recognition and rewards etc are the factors which influence employee satisfaction.

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Chapter-4

Industry profile

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Chapter-4

INDUSTRY PROFILE

4.1 Supermarkets

A supermarket is a departmentalized self service retail store offering a wide variety of food product such as meat, vegetable, dairy, and so forth, along with various house hold merchandise. It is larger in size and has a wider selection than traditional grocery storage. Super markets are generally situated near residential areas for easy access and maximum sales, while supermarket offers convenience and variety to consumers, they have attracted significant criticism. As with so many advances, both technological and social, self centred greed on the part of those in authority causes problems. For the supermarket to be beneficial to societies those owning and managing the stores must take responsibility to serve the whole purpose, social and environmental.

A supermarket, a form grocery store is a self service store offering wide variety of food and house hold merchandise, organised in to departments. It is larger in size and wider selection than a traditional grocery store, also selling item typically found in a convenient store, but is smaller and more limited in the range of merchandised than a hyper market or big box store.

4.2 Overview

The hyper market typically comprises meat produce, dairy, fish, vegetables and baked goods. Departments along with shelf space reserved for canned and packaged goods. A variety of non food items such as household cleaners, pharmacy products and pet supplies also available. Most supermarkets also sell variety of other household products that are consumed regularly, such as alcohols were permitted, house hold cleaning products, medicines, cloth and some sell a wider range of non food products.

The traditional supermarket occupies large floor space on a single level and is situated near a residential area convenient to the consumers. Its basic appeal is the availability of a broad selection of goods under a single roof at relatively low prices. Other advantage include is of parking and frequently the convenience of shopping

hours that extend far in to the evening. Supermarkets usually make massive outlet for news paper and other advertising and often present elaborate in store displace of products. Supermarkets are often part of a chain that owns or controls (sometimes by franchise) other supermarkets located in the same or other towns; this increases opportunities for economies of scale.

Most supermarkets are similar in design and layout due to trends in marketing. Produce tends to be near the entrance of the store. Milk, bread and other essential items may be located in the rare or other out of the way places. This is purposely done to ensure maximum time spend in the store, strolling past other items and capitalizing on impulse buying. The front of the store is where one finds point of sale machines or cash registers. Many retailers have implemented self check out devices in their stores in an attempt reduce labour costs. A group of four or five self checked out machine can be supervised by single assistant.

To maintain a profit supermarket attempts to make up for the lower margins by a higher overall volume of sales and with the sale of higher margin items. Customers usually shop by placing their selected merchandise in to shopping cards (trolleys) or baskets and pay for the merchandise at the check out

At present many supermarket chains are attempting to further reduce labour cost by shifting to self service check out machines, where a single employee can oversee a group of four or five machines at once, assisting multiple customers at a time.A large full service supermarket combined with department store is sometime known as hypermarket may include those of banks, cafes, child care centres or crèches, photos processing, video rentals, pharmacies and petrol stations.

Supermarket usually offers products at low price by reducing margins. Certain products (typically) staples such as bread, milk, sugar) are often sold as loss leaders, that is with negative margins. To maintain a profit, supermarkets attempt to make up for low margin with sale of higher margin items. Customers usually shop by putting their products into shopping carts (trolleys) or baskets (self-service) and pay for the products at the check out.

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4.3 History

In the early days of retailing, all products generally were fetched by an assistant from shelves behind the merchant's counter while customers waited in front of the counter and indicated the items they wanted. Also, most foods and merchandise did not come in individually wrapped consumer-sized packages, so an assistant had to measure out and wrap the precise amount desired by the consumer. This also offered opportunities for social interaction: many regarded this style of shopping as "a social occasion" and would often "pause for conversations with the staff or other customers." These practices were by nature very labor-intensive and therefore also quite expensive. The shopping process was slow, as the number of customers who could be attended to at one time be limited by the number of staff employed in the store.

The Beginnings:

Chain grocery retailing was a phenomenon that took off around the beginning of the twentieth century, with the Great Atlantic and Pacific Tea Company (established 1859) and other small, regional players. Grocery stores of this era tended to be small (generally less than a thousand square feet) and also focused on only one aspect of food retailing. Grocers (and most of the chains fell into this camp) sold what is known as "dry grocery" items, or canned goods and other non-perishable staples. Butchers and greengrocers (produce vendors) were completely separate entities, although they tended to cluster together for convenience's sake.
Self-Service:

Clarence Saunders' Piggly Wiggly stores, established in Memphis in 1916, are widely credited with introducing America to self-service shopping, although other stores (notably Alpha Beta in Southern California) around the country were experimenting with the idea at about the same time. Self-service stores came to be known as "groceterias" due to the fact that they were reminiscent of the cafeteria-style eateries that were gaining popularity at the time.

The Chain Store Explosion (1920s):

It was not until the 1920s that chain stores started to become a really dominant force in American food (and other) retailing. Small regional chains such as Kroger, American Stores, National Tea, and others began covering more and more territory, and A&P began moving toward a more national profile, operating

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over 10,000 of its "economy stores" by the end of the decade. Most of these stores remained small, counter service stores, often staffed by only two or three employees, with no meat or produce departments. Some still offered delivery and charge accounts, although most chain stores had abandoned these practices.

In 1926, Charles Merrill, of Merrill Lynch set in motion a series of transactions that led to the creation of Safeway Stores, when he arranged the merger of Skaggs Cash Stores, a chain with operations in Northern California and the northwestern United States, with Los Angeles-based Sam Seelig Stores. In 1928, the new chain bought most of the west coast's Piggly Wiggly stores, and later acquired Sanitary Stores in the Washington DC area as well as MacMarr Stores, another chain that Charles Merrill had assembled. Growth by merger became common in the late 1920s and 1930s, and led to numerous antitrust actions and attempts to tax the chain stores out of existence.

The Supermarket (1930s and 1940s):

As early at the 1920s, some chain grocers were experimenting with consolidated (albeit still rather small) stores that featured at least a small selection of fresh meats and produce along with the dry grocery items. In Southern California, Ralphs Grocery Company was expanding into much larger stores than had been seen before in most of the country. Los Angeles was also seeing the beginning of the "drive-in market" phenomenon, where several complimentary food retailers (a butcher, a baker, a grocer, and a produce vendor, for example) would locate within the same small shopping center surrounding a parking lot. These centers were often perceived by customers as a single entity, despite being under separate ownership.

In 1930, Michael Cullen, a former executive of both Kroger and A&P, opened his first King Kullen store, widely cited as America's first supermarket, although others have some legitimate claim to that title as well. King Kullen was located in a warehouse on the fringes of New York City, and offered ample free parking and additional concessions in a bazaar-like atmosphere. Merchandise was sold out of packing cartons and little attention was paid to décor. The emphasis was on volume, with this one store projected to do the volume of up to one hundred conventional chain stores. The volume and the no frills approach resulted in considerably lower prices.

The supermarket, as it came to be known, was initially a phenomenon of independents and small, regional chains. Eventually, the large chains caught on as well, and they refined the concept, adding a level of sophistication that had been lacking from the spartan stores of the early 1930s. In the late 1930s, A&P began consolidating its thousands of small service stores into larger supermarkets, often replacing as many as five or six stores with one large, new one. By 1940, A&P's store count had been reduced by half, but its sales were up. Similar transformations occurred among all the "majors"; in fact, most national chains of the time saw their store counts peak around 1935 and then decline sharply through consolidation. Most chains operated both supermarkets and some old-style stores simultaneously for the next decade or so, either under the same name (like Safeway, A&P, and Kroger) , or under different banners (such as the Big Star stores operated by the David Pender Grocery Company in the southeast).

Suburbs and Shopping Centers (1950s and 1960s):

By the 1950s, the transition to supermarkets was largely complete, and the migration to suburban locations was beginning. Some chains were more aggressive with this move than others. A&P, for example, was very hesitant to expend the necessary capital and move outward, retaining smaller, outdated, urban locations for perhaps longer than was prudent. While the company tried to catch up in the 1960s, its momentum had vanished, and the once dominant chain eventually became something of an "also-ran."

The 1950s and 1960s were seen my many as the golden age of the supermarket, with bright new stores opening on a regular basis, generating excited and glowing newspaper reports, and serving a marketplace that was increasingly affluent. Standardized designs, in use since the 1930s and 1940s, were refined and modernized, creating instantly recognizable and iconic buildings such as A&P's colonial-themed stores; the glass arch-shaped designs of Safeway, Penn Fruit, and others; and the towering pylon signs of Food Fair and Lucky Stores.

Discounters and Warehouse Stores (1970s):

As changing tastes and zoning boards forced exteriors to become more "subdued" in the late 1960s, interiors began to compensate, with colorful designs evoking New Orleans or the "Gay 90s" or old farmhouses replacing the stark whites common to many stores of the 1950s. Other new touches included carpeting, specialty departments, and more. Kroger's new "superstore" prototype, introduced in

1972, was perhaps the peak of this trend, with its specialty departments and its orange, gold, and green color palette.

Many shoppers, however, wondered what the costs of these amenities might be, and something of a backlash developed. This backlash was answered in the late 1960s with a new trend known as "discounting."

Numerous stores around the country embarked on discounting programs at about the same time, most of which centered around the elimination of trading stamps, reduction in operating hours, and an emphasis on cost-cutting. Lucky Stores of California simply re-imaged their current stores and kept using the same name, while others opted for a hybrid format, with some stores operating traditionally and others (such as Colonial's Big Star stores and Harris Teeter's More Value in the southeast) open as discounters under different names.

A&P, as was its custom at the time, arrived somewhat late and unprepared for this party. It attempt at discounting, WEO (Warehouse Economy Outlet) was something of a disaster, plagued by distribution issues and by the fact that its numerous smaller and older stores were not capable of producing the volume required to make discounting work (but were converted anyway). This was one of several factors that preceded A&P's major meltdown of the mid-1970s.

Upscale Stores, Warehouses, and Mergers (1980s and 1990s):

The market segmentation we see today grew out of the discounting movement as amplified in the 1980s. The middle range began to disappear, albeit slowly, as mainline stores went more "upscale" and low end stores moved more toward a warehouse model, evocative of the early supermarkets of the 1930s. Many chains operated at both ends of the spectrum, often under different names (Edwards and Finast was an example, as were the many A&P brands, from "Futurestore" to "Sav-a-Center"). Others eliminated one end of the market completely, like Harris Teeter in North Carolina, which abandoned discounting entirely.

The re-emergence of superstores, featuring general merchandise and groceries under one roof accelerated this trend. Many such stores had opened in the early 1960s, some of them operated by chain grocers themselves. Only a few survived, Fred Meyer in Oregon being a noteworthy example, and "one stop shopping" seemed a relatively new and fresh idea when Kmart and Walmart tried it again, with considerably more success, starting around 1990.

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The other big trend during this time was toward mergers and leveraged buyouts. This affected almost all the major chains. A&P was sold to German interests. Safeway took itself private in 1987 to avoid a hostile takeover, and lost half its geographical reach in the process. Kroger slimmed down somewhat in 1988 for the same reasons, while Lucky was acquired by American Stores the same year. Another round of mergers in the 1990s placed American Stores in the hands of Albertsons, reunited Safeway with much of its former territory, and greatly increased the west coast presence of Kroger, making these three chains the dominant players in the industry, along with Walmart.

Traditional supermarkets in many countries face intense competition from discount retailers such as Wal-Mart, and Tesco in the UK, which typically are non-union and operate with better buying power. Other competition exists from warehouse clubs such as Costco that offer savings to customers buying in bulk quantities. Superstores, such as those operated by Wal-Mart and Asda, often offer a wide range of goods and services in addition to foods. The proliferation of such warehouse and superstores has contributed to the continuing disappearance of smaller, local grocery stores; increased dependence on the automobile; suburban sprawl because of the necessity for large floor space and increased vehicular traffic. Some critics consider the chains' common practice of selling loss leaders to be anti-competitive. They are also wary of the negotiating power that large, often multinational retailers have with suppliers around the world.

4.4 Overview of Supermarkets in India

The Indian retail industry has emerged as one of the most dynamic and fast-paced industries due to the entry of several new players. It accounts for over 10 per cent of the country's Gross Domestic Product (GDP) and around 8 per cent of the employment. India is the world's fifth-largest global destination in the retail space. India's retail market is expected to grow at a Compound Annual Growth Rate (CAGR) of 10 per cent to US$ 1.6 trillion by 2026 from US$ 641 billion in 2016. While the overall retail market is expected to grow at 12 per cent per annum, modern trade would expand twice as fast at 20 per cent per annum and traditional trade at 10 per cent.

The growth of Supermarkets of India in recent years has been quite heartening. With the economic liberalization and opening -up of Indian markets to foreign investments, the Indian economic growth was catapulted significantly. The Indian supermarkets mainly retail food items and household goods.

The Supermarkets in India also offers other important items like garments, home furnishings, toiletries, consumer durables, electronics etc. Although, India still lags way behind in organized retailing as per international standards but recent trends show that the scope of growth of organized retailing is very high. Further, the number of individual retailers is around 12 million in India, which is highest in the world. The Indian Retail sector contributes around 10 - 11% to Gross Domestic Product, amounting to around US $ 180 billion . The growth of the Indian supermarkets can be attributed to the rising of the Indian service sector. Today, a number of Indian business houses are diversifying in to the retail sector to capitalize on the tremendous growth opportunity.

4.5 Supermarket retail scenario in South India, especially Kerala

Metros of Bangalore, Hyderabad, and Chennai are growing at an exceptional rate, with the retail buzz in these cities becoming more pronounced day by day. Apart from the metros, it's cities like Coimbatore, Hyderabad, Cochin, Trivandrum etc which are in the growth path to retail businesses.

With the growth in the IT sector and other sunrise sectors like bio-technology, hospitality, etc. concentrated in these cities, the cities have experienced exponential growth over the past few years, and are expected to demonstrate robust economic performance in the coming years.

There are significant variations across cities. While the single largest expense across all southern regions is food, Chennai spends the highest proportion on education while Delhi spends highest on personal transport. There is tremendous boost in prosperity, both nationally and at regional levels. Distinct regional and city specific variations in spending habits, consumption baskets and eating preferences are observed across the southern states of India.

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The largest growth in prosperity has been in the south where the high income household has grown the fastest. About 70 per cent of India's rich live in eight states including Karnataka and Tamil Nadu. Across all the middle and high income classes, except the super rich, growth has been highest in the southern region. The southern states have also seen the largest decline in poor/low income households. Per capita income in South India is around $510. Highest saving rate is also seen in the southern region.

Retail potentiality of emerging cities

The emerging cities of Coimbatore, Kochi, Vizag, Vijayawada, Trivandrum, and Madurai contribute to total US$ 7.000 million worth retail activity. Organised retail penetration is lower than in any of the metros, with traditional retail ruling the market across these geographies. These cities are less saturated than the metros, but have greater spending power. Middle class and lower middle class form majority of the households, with more than half the population falling in this category. The combined retail potential of these cities is expected to increase to US$ 10,000 million.

There are already 250 established brands in the South Indian markets and more are coming in. With advent of modern retail, high street will be edged out because their poor pricing and lack of infrastructure. On the other hand, there will always be locations such as Bangalore's Brigade Road and Delhi's Connaught Place, which provide a certain kind of shopping experience that shopping malls cannot match. They will continue to remain in favour and are unlikely to sink under the pressure.

While several corporate retailers still struggle to come out of last year's slowdown blues, family-run regional chains such as MK Retail in Bangalore, Ratnadeep in Hyderabad and Sri Murugan in Chennai are mulling expansion. Same is the story of other regional brands such as Nalli Silk, Kamran Silk Traders and many more. MK Retail, a multi-crore-supermarket chain with six outlets across Bangalore, is now setting up a low-cost model of neighborhood stores that sell fruit, vegetables and bakery products. The more than 80-year-old retailer also plans to open shops in neighboring cities.

Coimbatore-based Shri Kannan Departmental Stores, which has 28 outlets across cities such as Erode, Madurai, Salem, Pollachi and Tirupur in western Tamil Nadu, plans to enter state capital Chennai next year, and Chennai-based Sri Murugan Department Store, which earns Rs 1.5 crore per month from each of its three outlets, will add three more stores this year. In Kerala, Varkeys Retail, the first mover in organised food and grocery retail in the southern state, plans to triple store count to 150 in four years.

Ratnadeep Supermarkets of Hyderabad is taking the franchisee route to enter nearby cities such as Vishakhapatnam and Vijayawada. These retailers keep up their growth intact when many large corporate retailers are trimming their networks and closing down stores in certain localities due to last year's slowdown. Ratnadeep Supermarkets offer home delivery services across all its five stores in Hyderabad, while MK Retail makes it a point to help shoppers load bags in to the car.

4.5 Super markets offer the following advantages:

1. It saves time because customer will get everything at a one place with selfservice. The supermarket typically comprises meat, fresh produce, dairy, and baked goods aisles, along with shelf space reserved for canned and packaged goods as well as for various non-food items such as kitchenware, household cleaners, pharmacy products and pet supplies.

2. It provides perfect platform for comparison of the same product from different companies with complete information. The customer can compare the brands and take the best purchasing decision.

3. Multi brand department stores offer an intermediate solution with complete brand choice to the customer and spacious shop, which allows the 27 manufacturers to present his product appropriately. The various food products (meat, vegetables, dairy products, juices etc) are all properly displayed at their respective departments to catch the attention of the customers and for them to pick any merchandise depending on their choice and need.

4. Sometimes customer also get discount because multi brand stores go for bulk purchase and pass the earning of differences toward the customer. Supermarkets typically are supplied by the distribution centres of their parent companies, usually in the largest city in the area. Supermarkets usually offer products at relatively low

prices by using their buying power to buy goods from manufacturers at lower prices than smaller stores can.

4.6 Challenges faced by Super Market

Though theoretically, supermarket stores offer a number of reasons to purchase goods from supermarket instead of purchasing from traditional provision store. It will save the time, give a spacious purchasing experience, provide platform to get variety of goods, faultless and accurate computerized billing system etc. In spite of having all these

1. Compared to the developed countries, super markets in India have a very low sales volume.

2. According to experts, the real boom in organized retailing will come once supermarkets starts selling daily need goods at 90% of the regular price that result into low sales turnover because of that there is very low gross margin, low net margin and very low turn over per sq feet compare to unorganized sector in Indian and organized sector in foreign. The problem of Indian retailing is to source on credit and sells on cash. Yet, retail margins in India are lower than overseas. The large format players face high costs, especially in comparison with traditional retailers that pay very little rent for real estate.

3. Competition from unorganized retail shop. Unorganized retailing accounts for more than 90% of all retail trade in India. The unorganised retail sector consists of the traditional formats of retailing such as the local kirana shops, owner operated general stores, paan-beedi shops, convenience stores, handcart and pavement vendors, weekly haats, and bazaars.

Chapter-5

Company profile

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The Retail Division formed in the above manner was established in April 1991, when the concept of "one-stop shopping" was new to the buying community, holding reservations on it on other Grounds as well. Therefore it took some time to drive home to them the advantages of quality ,choose and buy option and comfortable convenience. Once the buyer resistance got removed, all sections of the community switched over to the Supermarket concept provided by ELITE.

On their part, the management also played their cards judiciously to win over and retain the growing population of buying community. Proactive modifications to rack positioning, increasing product ranges to meet customer demands increasing billing points are some among the many on continuous reviews. Floor space is on continuous monitoring to make it fully convenient and productive. Staff strength on floor increased to assist individual customers.

One major step in ensuring quality in trading and in management has been to bring the supermarket into ISO certification from 2008 with periodical audits to ensure compliance with norms. Recently, the certificate has been updated after detailed scrutiny to ISO 9001 2015.

History

Among the earliest of it's type in Kerala, Elite Supermarket was started on April 4, 1991 when the concept was just emerging among the elite population of the city and majority trade was in traditional provision stores.

Elite Supermarket was established under the management of Shri T.R Vijayakumar, an engineering graduate himself and belonging to a leading business family owning the trade name of Elite in textiles, jeweler, food processing, marine exports, real estate. Upholding the Elite family legacy, the supermarket quickly made strides to become the foremost shopping center for domestic needs not only for the Elite, but also for every sector of the purchasing community. Sensing the need to meet the increasing demands of our growing cities, we are currently overseeing expansion.

Focus

The prime focus of Elite Supermarket is to make our customer's retail experience quick, easy, productive as well as enjoyable. We realize the need to account for the changing needs of our customers as well as the need to make shopping swift and efficient. Our efforts to achieve our focuses are marked by our easy to shop layout of our stores, conveniently placed aisles stacked with all

necessities to fulfill your day to day domestic needs and friendly store associates to assist you every step of the way to make your shopping experience memorable and easy.

Quality

At Elite supermarket we never compromise on quality. Elite supermarket is accredited by UKAS and ISOQAR to instill confidence in the quality of the products offered in our stores. Our endeavor to provide premium quality is a never-ending process and we make every possible effort to exceed the set standards in quality. We carefully evaluate each and every product sold at our stores.

Service

We are commit to provide the best in-class retail service. We consider our customers as the lifeblood of our establishment. We are dedicated to our customers and we serve them earnestly, efficiently and with flair.

Satisfaction

Customer satisfaction is our biggest achievement. We constantly challenge ourselves to improve our standards and try to exceed the expectations of our customers. We are dedicated to create loyality, satisfied customers and ensuring that every concern is addressed.

Vision and mission

"Our mission is to provide exceptional quality and service with 100% customer satisfaction."

Quality assurance

One major step in ensuring quality in trading and in management has been to bring the supermarket into ISO certification from 2008 with periodical audits to ensure compliance with norms. Recently, the certificate has been updated after detailed scrutiny to ISO 9001 2015.

Non-commercial participation

The management do not confine solely on maximizing profit. Much before the mandatory CSR came into force in companies, ELITE had themselves adopted some of them or even beyond, showing real concern for peripheral issues like gaps in

spreading education social and other fields. One continuing area in this regard has been their policy of bringing nearer to the mainstream youngsters sidelined due to varying natures of deformities by employing them in the firm disregarding their productivity in return, instead of the usual practice of doling out money and keeping them where they are. This has proved to be a rewarding exercise.

In recent years, ELITE has been helping young aspirants pursuing M. B. A/B. B.M. and similar courses to complete their academic curriculum by offering facilities for project report and internship, a step widely appreciated.

Statutory compliance.

ELITE has always placed this on priority and by and large no serious violations have happened during the past 27 years.

The road ahead

The management is fully aware that they cannot rest on past laurels and growth charts, in the face of mounting competition from national giants like Reliance, Birla and Future group and recently from a locally acclaimed brand owner

Presently operating four outlets with an area of 37000 sqft in total and another in the offing, the management is all geared up to strengthen these outlets further with more friendly infra and loyalty schemes to retain customers and attract more. Sourcing practices are getting further streamlined and gradually standardized on reliability cum economy tracking.

Management is strengthened with the induction of two young Directors who, with their academic accompli segments in related areas, will be able to infuse greater thrust to the task of tackling the competition and applying the knowledge acquired into business. Along with this, the Supermarket is registered as a company under Companies Act, widening participation and capital base.

Action plan

What is targeted in the next four years is:

1. Open five more outlets to take the existing annual turnover of Rs. 58 crores to around Rs. 100 crores,   . .

2. By this, the direct commercial tax contribution will be Rs 6 cr. (assuming GST liability will not change overall)

Departments

a) Fruits and vegetables

Elite offers benefit from consuming more fruits and vegetables which are filled with essential nutrients, vitamins, anti oxidants, phytonutrients, fiber etc. which are necessary for our health and well being. Elite provide selection from our wide variety of organic, fresh as well as imported fruits and vegetables.

They are truly unique in selection of organic produce coming from Elite's own polyhouse farm. They also support our local farm community by sourcing home grown fruits and vegetables in to their stores.

b) Bakery

Freshly prepared and daily available in elite bakery are scrumptious food items such as sweets, savoury dishes, desserts, fully cooked meals, pastries etc. Bakery offers freshly made tea and coffee. Elite satisfies our sweet tooth cravings with some jalebis or some other decadent Indian sweets which are freshly made and readily available in our bakery department.

c) Grocery

Walk through grocery aisles to find packaged food items, snacks, traditional spices, staple grains, confectionaries, baking and cooking essentials, dried fruits, nuts, dairy products, condiments, canned food items, beverages, house cleaning supplies, laundry detergents, kitchenware etc. to satisfy all domestic and household needs.

d) Elite brand

Elite offers their own line of products. In-house products includes lentils, pulses, flours, grams etc. that are exclusively handpicked and packaged with pristine precision to ensures top notch quality with respect to taste, nutrition and appearance. They offers the finest of the freshly baked breads and cakes, hearty and nutritious

instant breakfast items that are free from any preservatives or adulterants .Our Elite line is an essential add on for healthy lifestyle.

e) Meat and seafood

Elite also offers the freshest selection of poultry, beef, mutton & pork as well as a wide selection of branded frozen meat and seafood. The butcher will cut the fresh meat or seafood to customer's liking and convenience.

f) Personal care and cosmetics

At Elite supermarket offers a wide range of toiletries which are integral to daily lifestyle such as body wash, hand wash, colognes, hair products, oral hygiene, hair accessories as well as branded cosmetics to groom oneself to flawlessness.

g) Electronics

At Elite, we offer a wide variety of electronic accessories to satisfy customers tech needs. The products are HDMI cables, iphone case, lap case etc.

h) Pet food and accessories

Elite offers pet food pets with selection of dog food, cat food, pet care essentials including pet grooming accessories, toys, leashes, collars etc.

i) Stationary ,periodicals and magazines

Elite offers basic school and office supplies such as books, pencils, pens ,periodicals and magazines and offers selection of music CD's and movie DVD's.

j) Jewellery

Elite adds a wide variety of jewellery collections to the department. They offers a wide variety of necklace, traditional bangles and earrings.
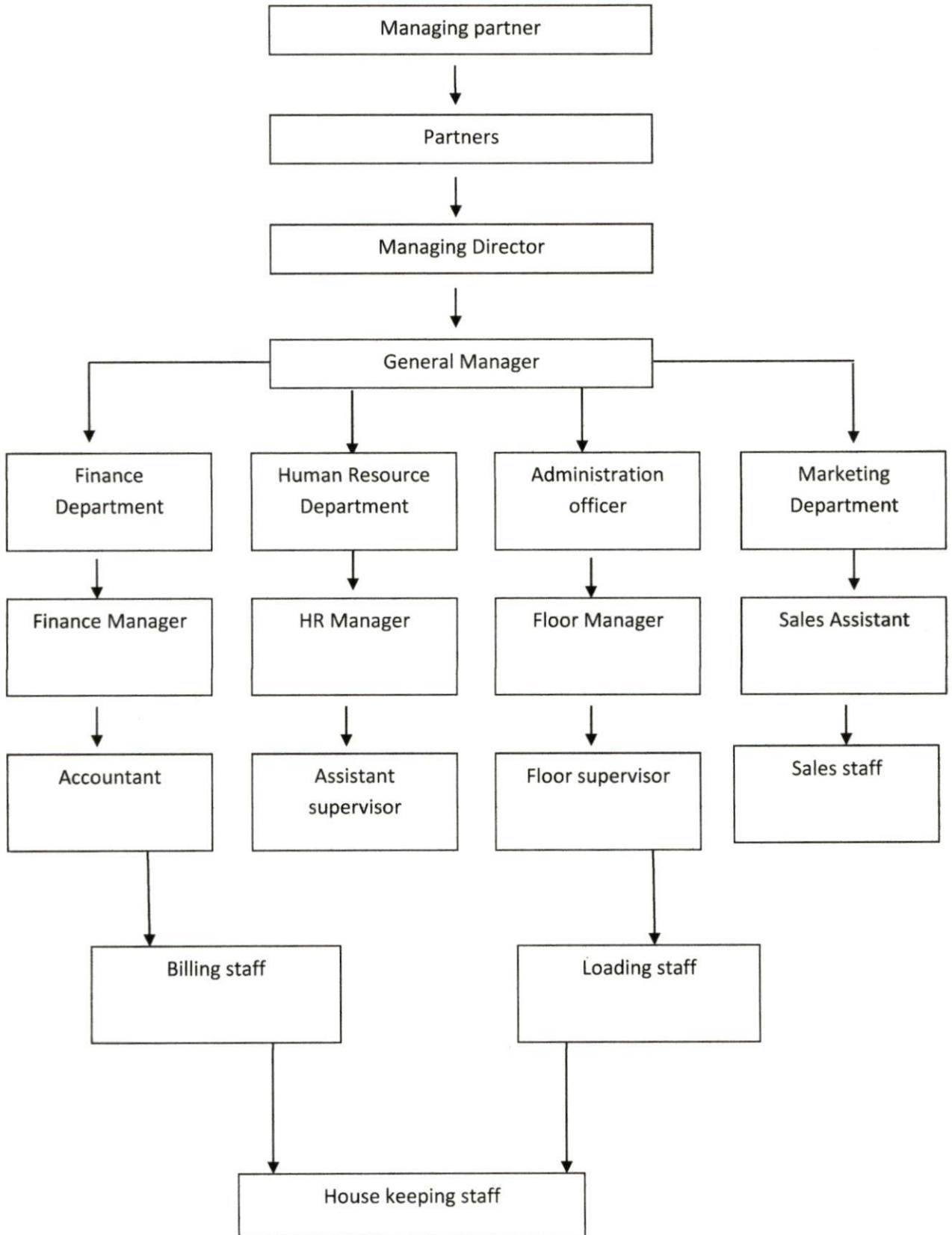
k) kitchenware

At Elite, customers will find just the right kitchenware that a masterchef cannot do without. They offers a wide variety of pots, pans, pressure cookers to blenders to knives of all shapes and sizes and everything else your kitchen needs.

l) Toys

Elite offer a huge selection of toys to bring out the sparkle in kids eyes.

Organizational structure

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                        ┌─────────────────────┐
                        │  Managing partner   │
                        └─────────┬───────────┘
                                  ↓
                        ┌─────────────────────┐
                        │     Partners        │
                        └─────────┬───────────┘
                                  ↓
                        ┌─────────────────────┐
                        │  Managing Director  │
                        └─────────┬───────────┘
                                  ↓
                        ┌─────────────────────┐
                        │   General Manager   │
                        └─────────────────────┘
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Finance Department	Human Resource Department	Administration officer	Marketing Department
Finance Manager	HR Manager	Floor Manager	Sales Assistant
Accountant	Assistant supervisor	Floor supervisor	Sales staff

Billing staff

Loading staff

House keeping staff

Employee satisfaction in Elite supermarket- an analysis

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Chapter - 6

EMPLOYEE SATISFACTION IN ELITE SUPERMARKET- AN ANALYSIS

Job satisfaction describes how happy an individual is with his or her job. It is a relatively recent term since in previous centuries the jobs available to a particular person were often predetermined by the occupation of his parent. There are varieties of factors that can influence a person's level of job satisfaction. Some of these factors include the level of pay and benefits, the received fairness, the promotion system within a company, the quality of the working conditions, leadership and social relationship, the job itself (the variety of task involved, the interest and challenge the job generates and the clarity of job description/requirements)

More the happier people are with their job, the more satisfied they are said to be. Job satisfaction is not same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance method includes job rotation, job enlargement and enrichment. Other influence on job satisfaction includes management style and colure, employee involvement, empowerment and autonomous work groups. Job satisfaction is very important attribute which is frequently measured by organizations. The most common way of measurement is use of rating scales where employee response their reactions to their jobs. Questions relate to salary, work responsibilities, variety of task, promotional opportunities, the work itself and co-workers.

Elite supermarket is one of the leading supermarkets in Kerala. Out of sample frame of 310 employees from the Four Branches of Elite supermarket sample of 100 respondents were taken for the study, which include 5 managers, 15 supervisors, and 85 workers. The responses of employees were collected using two type of schedule one is related to ideal situation and other is related to actual situation. The responses were collected on a Five-point Liker scale and were analysed using analytical frame work developed by Frederick Herzberg, which is known as two factor theory. The level of satisfaction is determined a per Locke's Value Discrepancy Theory.

This chapter tries to analyse the job satisfaction of employees in Elite supermarket, Kerala.

4.1 Socio economic profile of employees

Employee satisfaction is a multi variable and incredible concept. Personal variables like personality, age, education, gender difference are number of factors that influence job satisfaction of employees.

Table 4.1 Socio economic profile of employees (n=100)

Parameters	Frequency	Percentage
Age		
20-30	34	34
31-40	42	42
>40	24	24
Total	100	100
Sex		
Male	36	36
Female	64	64
Total	100	100
Educational qualification		
Primary	13	13
SSLC	25	25
HSC	29	29
Degree	31	31
PG	2	2
Total	100	100
Experience		
<5	75	75
5-10	16	16
>10	9	9
Total	100	100

Source : Compiled from primary data

Majority of the employees are coming under the age group between 31 and 40. Majority of the employees are female. Only 36 % of employees are coming under male category. 31% of employees are having degree and 29% of employees are having educational qualification of higher secondary. Only 2% of employees are having a PG and 13% of employees only having primary education. Majority of the employees are having experience less than 5 years and only 9% of employees are having experience more than 10 years.

4.2 Evaluation of employee satisfaction among Managerial category, Supervisory category and workers category

The employee's satisfaction was analyzed with respect to each parameter observed under study. The responses are scored on Five point Likert scale such as Strongly agree, Agree, No opinion, Disagree, Strongly Disagree and the scores are given 1,2,3.4&5 respectively. For each parameter there are two questions. By adding the scores for each answer we get the score for each parameter. The deviation between the scores in two schedules that s ideal and actual situation indicate the discrepancy between what is expected and what is actual situation is.

4.2.1 Good salary and wages

Money is one of the important factor which has influence on the satisfaction of employees. It matters a lot to the employee and the organization can extract full abilities of the employee if paid well. The employee in equal job should pay equally. The employee should paid with guaranteed minimum wage which prevails in the industry.

Table 4.2 Employee perception with respect to SW (n=100)

Deviation scale	Managerial category (%)	Supervisory category (%)	Worker category (%)
Satisfied	60	10	28.2
Dissatisfied	40	90	48.3
Neutral	0	0	23.5

Source: Compiled from primary data

Table 4.2 shows that majority of supervisors are dissatisfied with their salary and 40% of managers and 48.3 % of workers are satisfied with their salary. Only 10% of supervisors and 28.3 % of workers are satisfied with their salary and rest 23.5% are indifferent.

Fig 4.1 Level of satisfaction of GSW
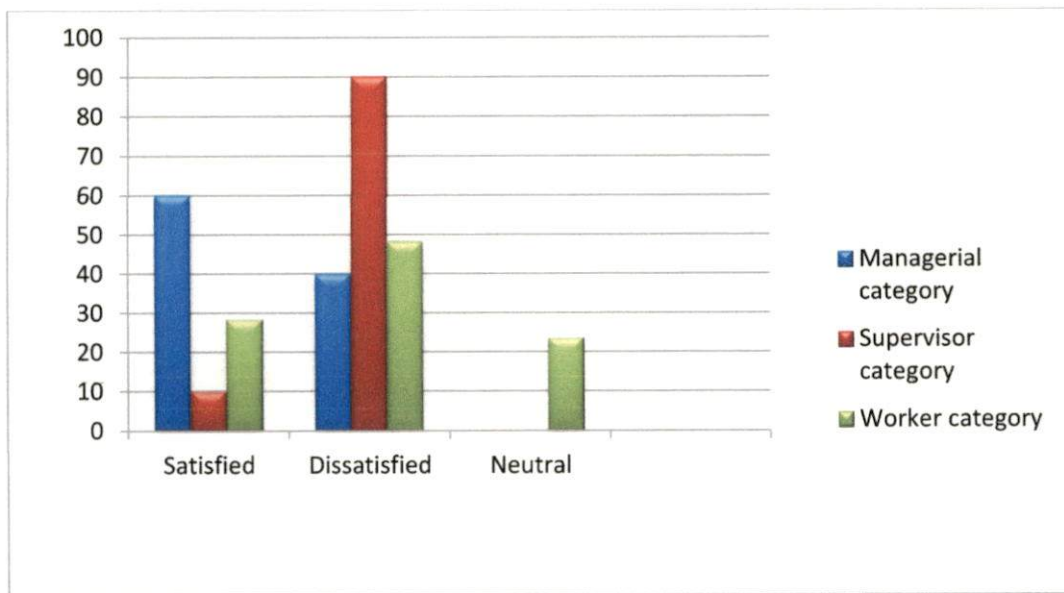
Thus it can be concluded that the majority of supervisors are dissatisfied with their salary, the reason is that their salary shows only few difference with workers salary, since their workload is comparatively high. Thus the organization should revise the salary and wages of supervisors try to improve the satisfaction level of employees.

4.2.2 Good working environment

The working conditions have greater influence on the employees. The employer's have to provide good working condition which include clean air, clean water, sufficient light, rest rooms, good relation between co-workers and management and clean atmosphere to the employees. If these are present the employees will be satisfied on the other hand if these are absent, they become dissatisfied.

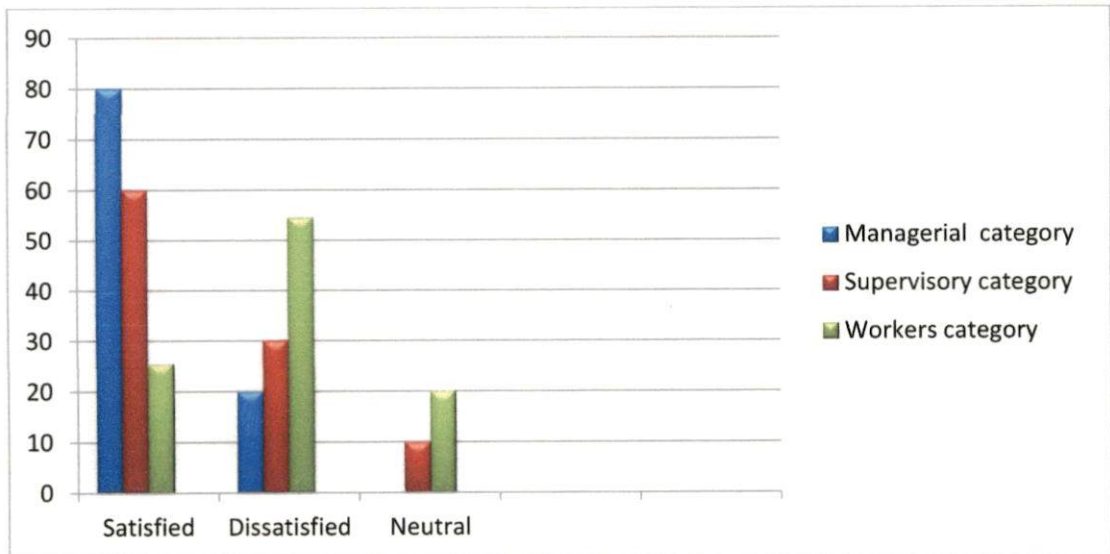Table 4.3 Employee perception regarding GWE (n=100)

Deviation scale	Managerial category (%)	Supervisory category (%)	Workers category (%)
Satisfied	80	60	35.2
Dissatisfied	20	30	62.3
Neutral	0	10	2.3

Source: Compiled from primary data

Note: Figure shows percentage to the total

Table 4.3 reveals that only 20% of managerial and 30% of supervisors are dissatisfied with working environment while most of the managers (80%) are satisfied with the working environment and 62.3 % of supervisors are dissatisfied with the working environment.

Fig 4.2 Level of satisfaction of GWE

4.2.3 Job security

Security of job is important for every employee. Feeling of job security helps employees perform their work better. The job done by an individual determines the status of a person i the society. Thus job security is very important.
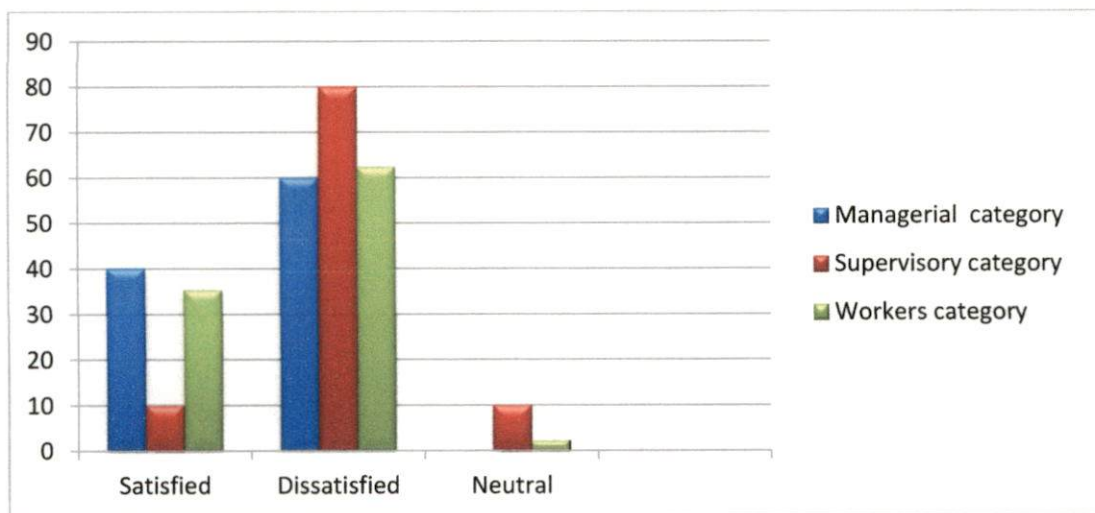
Table 4.4 Employee perception regarding JS (n=100)

Deviation scale	Managerial category (%)	Supervisory category (%)	Workers category (%)
Satisfied	40	10	20
Dissatisfied	60	80	54.5
Neutral	0	10	10.5

Source: Compiled from primary data

Note: Figure shows percentage to the total

Majority of the employees that is 60% of managerial category, 80% of supervisory category and 54.5% are dissatisfied with their job security only 40% of managerial category and 10% of supervisory category are satisfied and rest 10% and 10.5% of supervisory category and workers category are un able to make up their mind.

Fig 4.3 Level of satisfaction of JS

It is very clear that majority of the employees are threatened with respect to their security of job. By having job security employees can work better.

4.2.4 Job description

Job description is another important factors leads to employee satisfaction. It is essential to provide adequate information about the work to be done by them. Thus they can clearly know the expectation of their superiors.

Table 4.5 Level of satisfaction of JD (n=100)

Deviation scale	Managerial category	Supervisory category	Workers category
Satisfied	90	40	48.3
Dissatisfied	0	40	34.1
Neutral	10	20	17.6

Source: Compiled from primary data

Note: Figure shows percentage to the total

From the table it is clear that majority of the mangers are satisfied with job description and 40% of supervisory category and 34.1% of workers are dissatisfied with job description. Half of the supervisory category and workers category are satisfied with job description and 10% managers, 20% supervisors and 17.6 % workers are un able to make up their mind.

Figure 4.4 Level of satisfaction of JD
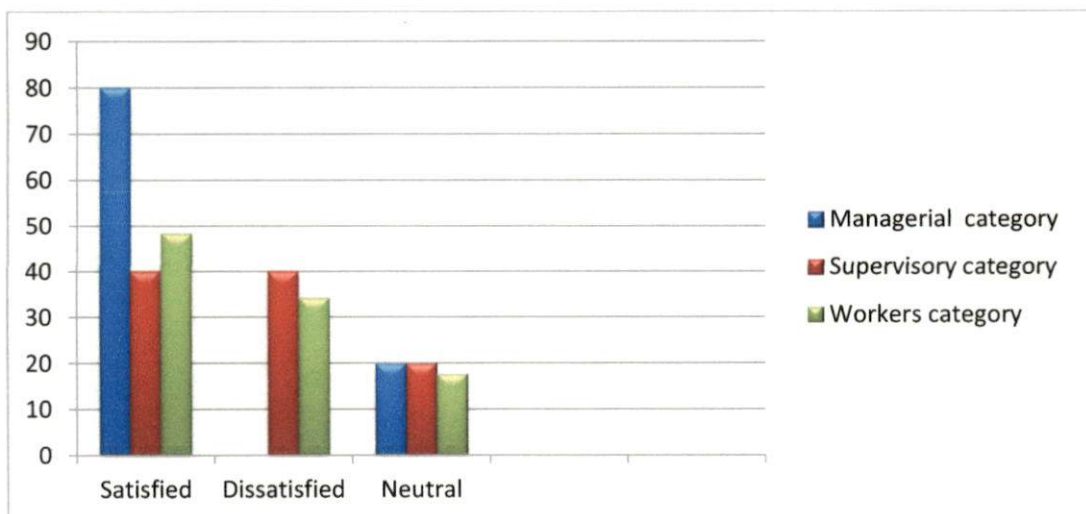
4.2.5 Interpersonal relationship

The relationships between employees and also with the management are very important and have significant effect on future of organization. Interpersonal relationship has a direct effect on the organization culture. Misunderstandings and confusions lead to negativity at the workplace.

An individual needs to get along with fellow workers to complete assignments within the stipulated time frame. An Individual working all alone is overburdened and never finishes tasks within deadlines. So healthy and cordial relation between the employees are very essential which improves the satisfaction of employees.

Table 4.6 Employee perception regarding IR (n=100)

Deviation scale	Managerial category	Supervisory category	Workers category
Satisfied	80	90	55.4
Dissatisfied	10	10	38.82
Neutral	10	0	5.8

Source: Compiled from primary data

Note: Figure shows percentage to the total

Table 4.6 shows majority of the managerial category (80%) and supervisory category (90%) are satisfied with interpersonal relationship among their work groups and half of the worker category is dissatisfied with interpersonal relationship. Only 10% of worker category and managerial category are dissatisfied and rest of the 10% and 5.8% of managerial and supervisory category respectively were indifferent in terms of interpersonal relationship.

Figure 4.5 Level of satisfaction of IR
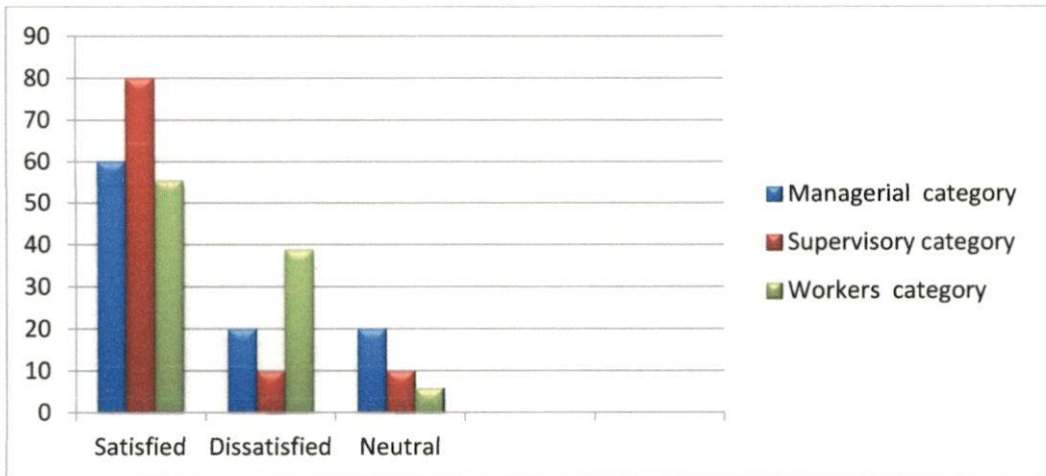
Thus it can be concluded almost half of the employees in workers category doesn't have good relationship so it is better to maintain good relationship among workgroups.

4.2.6 Quality of supervision

There should be proper understanding and co-operation between employees and management. The employer should have greater concern about employees. The employee should also be able to take part in the decision making process which leads to smooth functioning off the organizations as management can have better knowledge of need of employees.

Table 4.7 Employee perception regarding QS (n=100)

Deviation scale	Managerial category (%)	Supervisory category (%)	Workers category (%)
Satisfied	90	70	48.3
Dissatisfied	0	30	28.2
Neutral	10	0	23.5

Source: Compiled from primary data

Note: Figure shows percentage to the total

From the table it is clear that the managerial category is fully satisfied with quality of supervision and 30% of supervisors and 28.2% of workers are dissatisfied with quality of supervision. Rest of 10 % of managerial category and 23.5% of workers are unable to make up their mind.

Figure 4.6 Level of satisfaction of QS
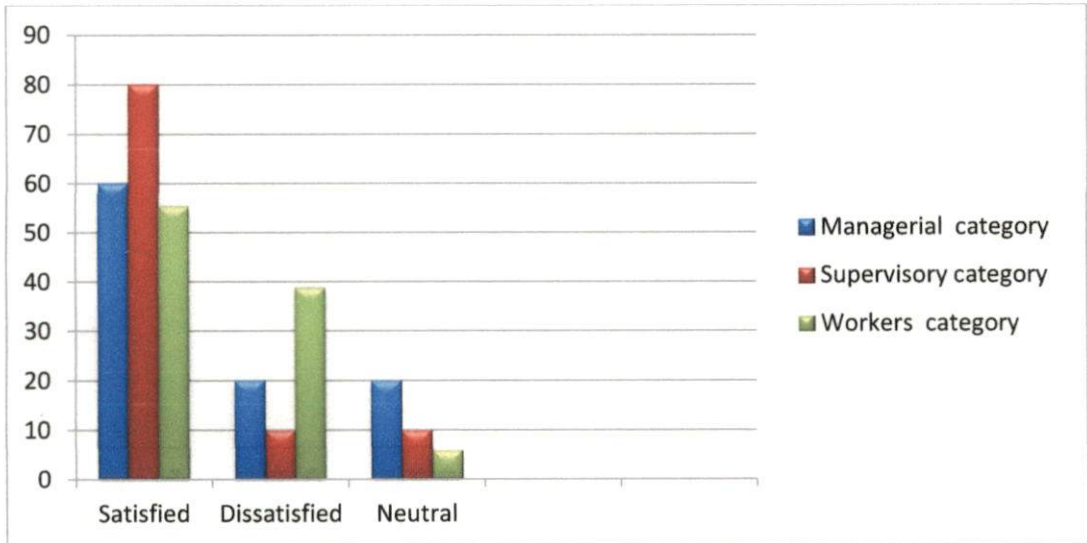
4.2.7 Recognition and reward

Recognition and reward is an important factor which leads to employee satisfaction. Employee should given appreciation, promotion at the right time. If the employee achieve standards they should provided with incentives such as salary rises, bonuses etc. This can improve morale of employees

Table 4.8 Employee perception regarding RR (n=100)

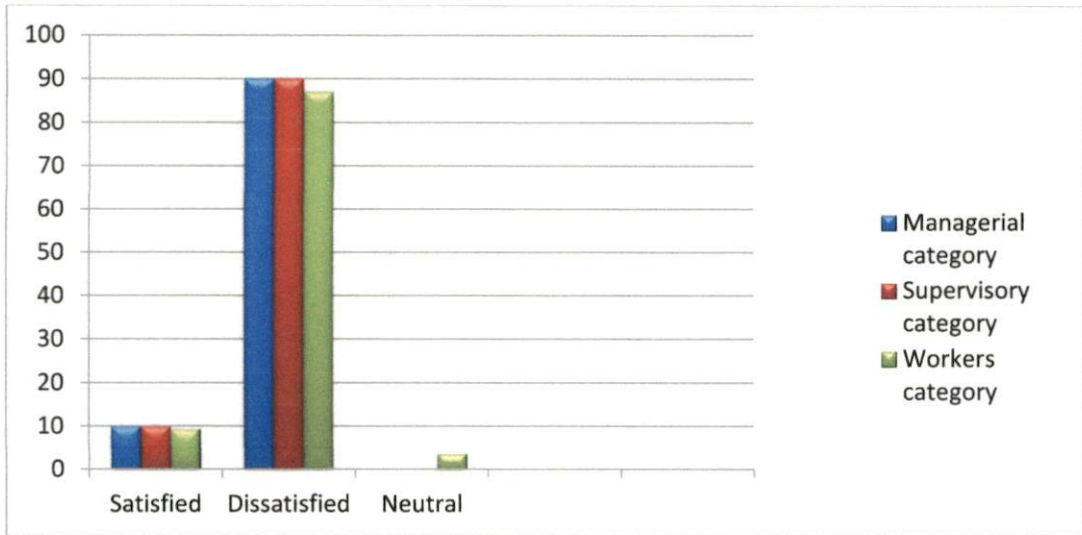| Deviation scale	Managerial category	Supervisory category	Workers category
Satisfied	10	10	9.4
Dissatisfied	90	90	87
Neutral	0	0	3.6

Source: Compiled from primary data

Note: Figure shows percentage to the total

Majority of the employees are dissatisfied with recognition and reward and 90% of managerial category and supervisory category are dissatisfied with the recognition and reward system. Most of the workers (87%) are dissatisfied and only 9.4% are satisfied with the recognition and reward system.

Figure 4.7 Level of satisfaction of RR

Thus it is clear that majority of the employees are not satisfied with prevailing system of reward and recognition. The recognition and reward will help to improve their performance.

4.2.8 Working hours

Table 4.9 employee perception regarding WH (n=100)

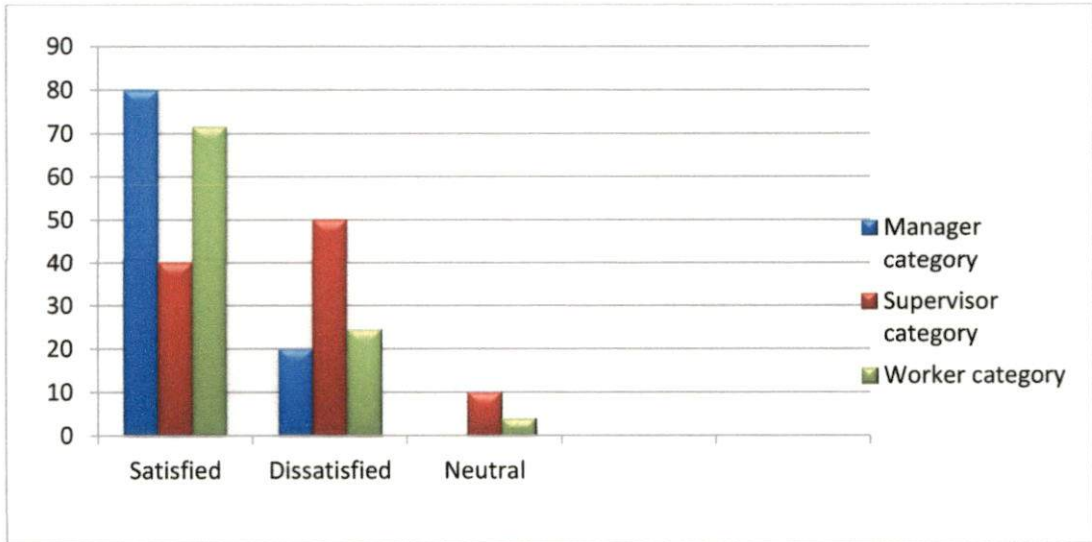| Deviation scale	Managerial category	Supervisory category	Workers category
Satisfied	80	50	71.5
Dissatisfied	20	40	24.5
Neutral	0	10	4

Source: Compiled from primary data

Note: Figure shows percentage to the total

From the table it is clear that majority of the workers are satisfied with the working hours. Only 20% of managerial category and 40% of supervisors and 24.5% of workers are dissatisfied with the working hours.

Figure 4.8 Level of satisfaction of WH

4.2.9 Meaningful and challenging work

The wok should be meaningful and challenging, then only the worker have interest in doing work otherwise they may feel fatigued.

Figure 4.10 Employee perception regarding MCW (n=100)

| Deviation scale	Managerial category	Supervisory category	Workers category
Satisfied	60	60	35.2
Dissatisfied	40	40	61.1
Neutral	0	0	3.7

Source: Compiled from primary data

Note: Figure shows percentage to the total

40% the employees of managerial and supervisors category and 61.1% of workers category are dissatisfied with meaningful and challenging work while are

dissatisfied and 60% of managerial and supervisory category, 35.2% of workers category are satisfied. Rest of 3.7% of workers category could not give any opinion.

Figure 4.9 Employee satisfaction regarding MCW
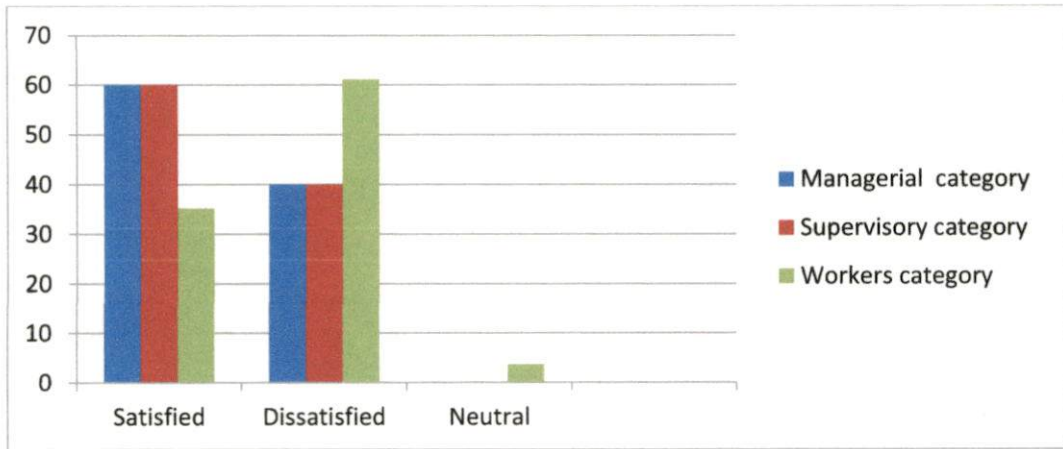
Thus it is very clear that half of the employees feel that their real capacity and skills are put on their job.

2.2.10 Autonomy and responsibility

It is another important factor of employee satisfaction. The employees are able to schedule their job and do it with minimum amount of supervision.

Table 4.11 Employee perception regarding AR (n=100)

| Deviation scale	Managerial category	Supervisory category	Workers category
Satisfied	90	30	23.5
Dissatisfied	0	40	59
Neutral	10	30	7

Source: Compiled from primary data

Note: Figure shows percentage to the total

From the table it is clear that majority (90%) of the managerial category are satisfied while 40% of supervisors and 59% of workers are dissatisfied with

autonomy and responsibility and rest of 10% managerial category, 30% supervisory category and 7% of workers category had no opinion.

Figure 4.10 Level of satisfaction of AR
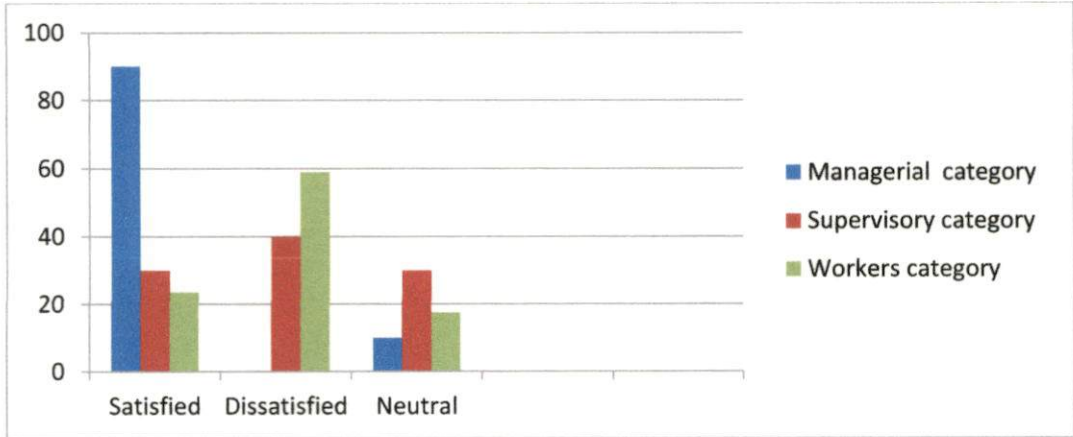
Thus it can be concluded that most of the workers are dissatisfied while most of the managers are satisfied with autonomy and responsibility.

2.2.11 Identification with company's objective

The reputation of the organization has greater influence on the satisfaction of employees. The employee needs to identify themselves with organization's goal and image. The employee must understand that their jobs are dependent on the company's ability to compete effectively.

Table 4.12 Employee perception regarding ICO (n=100)

Deviation scale	Managerial category	Supervisory category	Workers category
Satisfied	70	60	41
Dissatisfied	10	30	45.8
Neutral	20	10	12.9

Source: Compiled from primary data

Note: Figure shows percentage to the total

From the table it is clear that most of the employees from managerial category (70%) and supervisor category are satisfied and 45.8% of workers, 10% of manager category and 30% of supervisor category are dissatisfied with identification of company objective. Rest of 20% of managers, 10% of supervisors and 12.9% of workers had no opinion.

Figure 4.11: Level of satisfaction of ICO
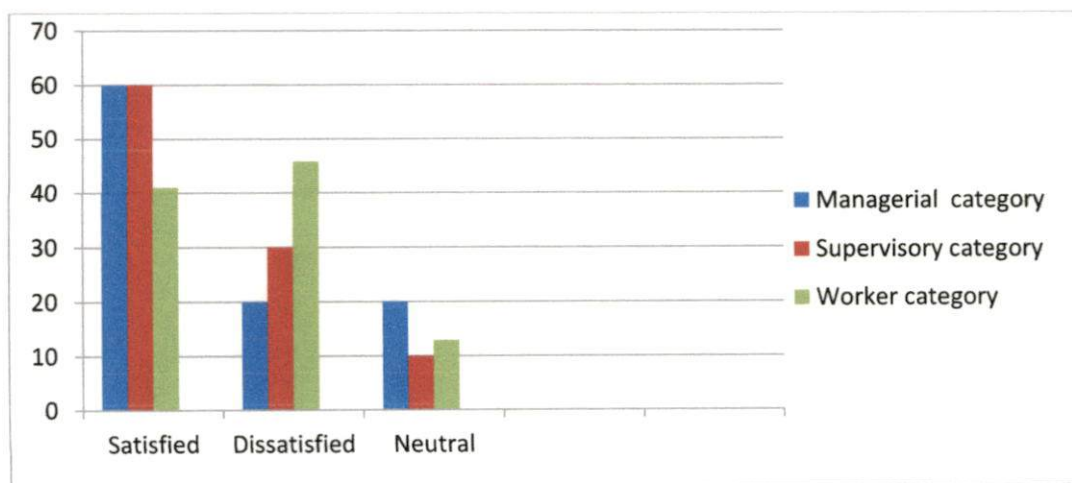
4.13 Job fit

Job fit is a concept that refers to how well an employee is suited for his or her positions. It is an important factor determining employee satisfaction.

Table 4.14 Employee perception regarding JF (n=100)

Deviation scale	Manager category	Supervisor category	Worker category
Satisfied	60	50	58.6
Dissatisfied	40	50	32.9
Neutral	0	0	8.5

Source: Compiled from primary data

Note: Figure shows percentage to the total

From the table it is clear that 60% of the managers 50% of supervisors and 58.6% of the workers are satisfied, and 40% of managers 50% Of supervisors and 32.9% of are dissatisfied. Only 8.5% of workers had no opinion.

Figure 4.12 : Level of satisfaction of JF
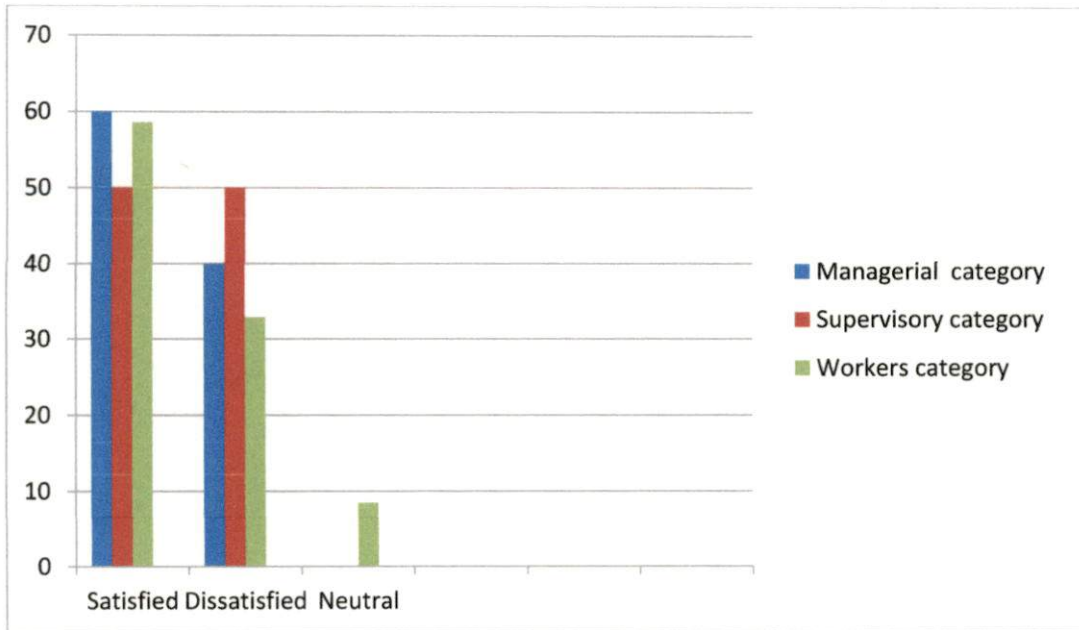
Thus it can be concluded that half of the supervisor and worker category feel that they are doing the job which are not suitable for them.

2.2.13 Personal goal satisfaction

The work done by employee should be able to satisfy their ambitions and aspirations. Then only the employee gets satisfied. Personal goal facilitation through work was predicted to show positive associations with job attitudes and employee well-being. Moreover, stronger relationships between personal goal facilitation through work and employee outcomes were predicted for highly valued personal goals.

Table 4.14 Employee perception regarding PGS (n=100)

Deviation scale	Managerial category	Supervisory category	Workers category
Satisfied	20	30	16.4
Dissatisfied	80	70	68.2
Neutral	0	0	15.2

Source: Compiled from primary data

Note: Figure shows percentage to the total

From the table it is clear that majority of the employees are dissatisfied. 80% of manager category and 70% of the supervisor category and 68.2% of worker category are dissatisfied with their personal goal satisfaction while 10% of supervisors and 15.2% of workers had no opinion.

Figure 4.13 Level of satisfaction of PGS
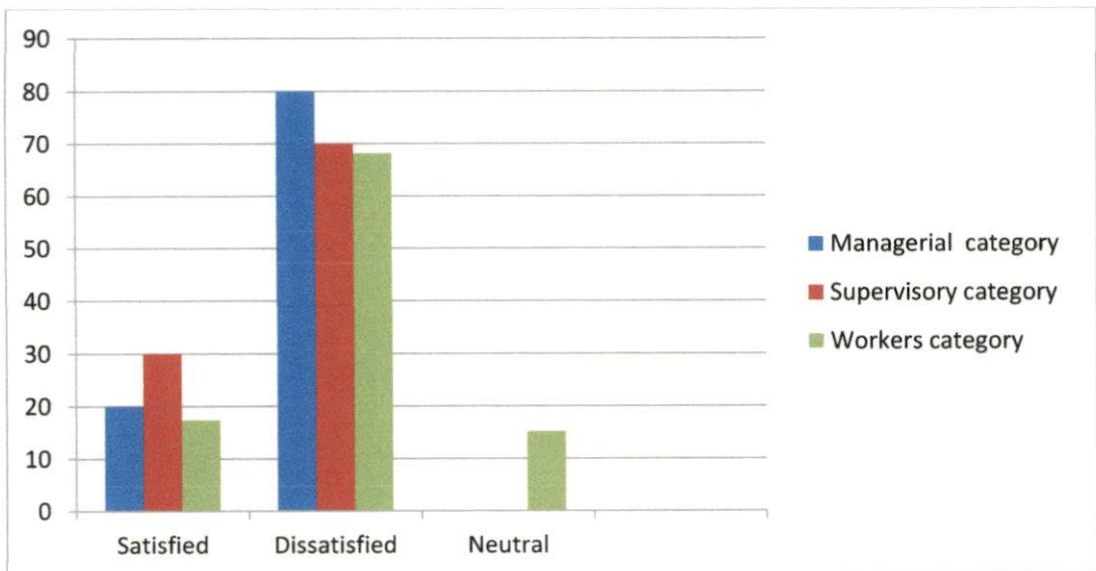
Thus it can come to the conclusion that the job did not help the employees to realize their aspirations and ambitions. They feel that personal growth is also not possible here.

4.3 Overall perception of employees regarding job satisfaction

The overall responses are taken as favourable, unfavourable and neutral. The total number of employees is 310 of these 100 is sample size. The total number of employees who shown zero deviations are recorded as favourable responses. The positive deviation indicates unfavourable responses and neutral responses shown by negative deviation. The percentage corresponding to each response is calculated. The total number of employees who show positive, positive, negative and zero deviation is also found out by counting the deviation to show the level of satisfaction. The level of satisfaction of each category is also calculated.

Table 4.15 Overall distribution of responses of employees

Parameters	favourable	Unfavourable	Neutral
SW	28(28%)	52(52%)	20(20%)
JS	34(34%)	63(63%)	3(3%)
JD	50(50%)	33(33%)	17(17%)
WE	32(32%)	50(50%)	18(18%)
IR	58(58%)	35(35%)	7(7%)
QS	53(53%)	27(27%)	20(20%)
RR	8(%)	87(87%)	5(5%)
WH	68(68%)	28(28%)	4(4%)
MCW	39(39%)	58(58%)	3(3%)
AR	28(27%)	54(54%)	19(19%)
ICO	44(44%)	42(42%)	14(14%)
JF	57(57%)	35(35%)	8(8%)
PGS	18(18%)	68(68%)	14(14%)

Source: compiled from primary survey

Note: figure in brackets show percentage to the total

Figure 4.14 Distribution of responses of employees
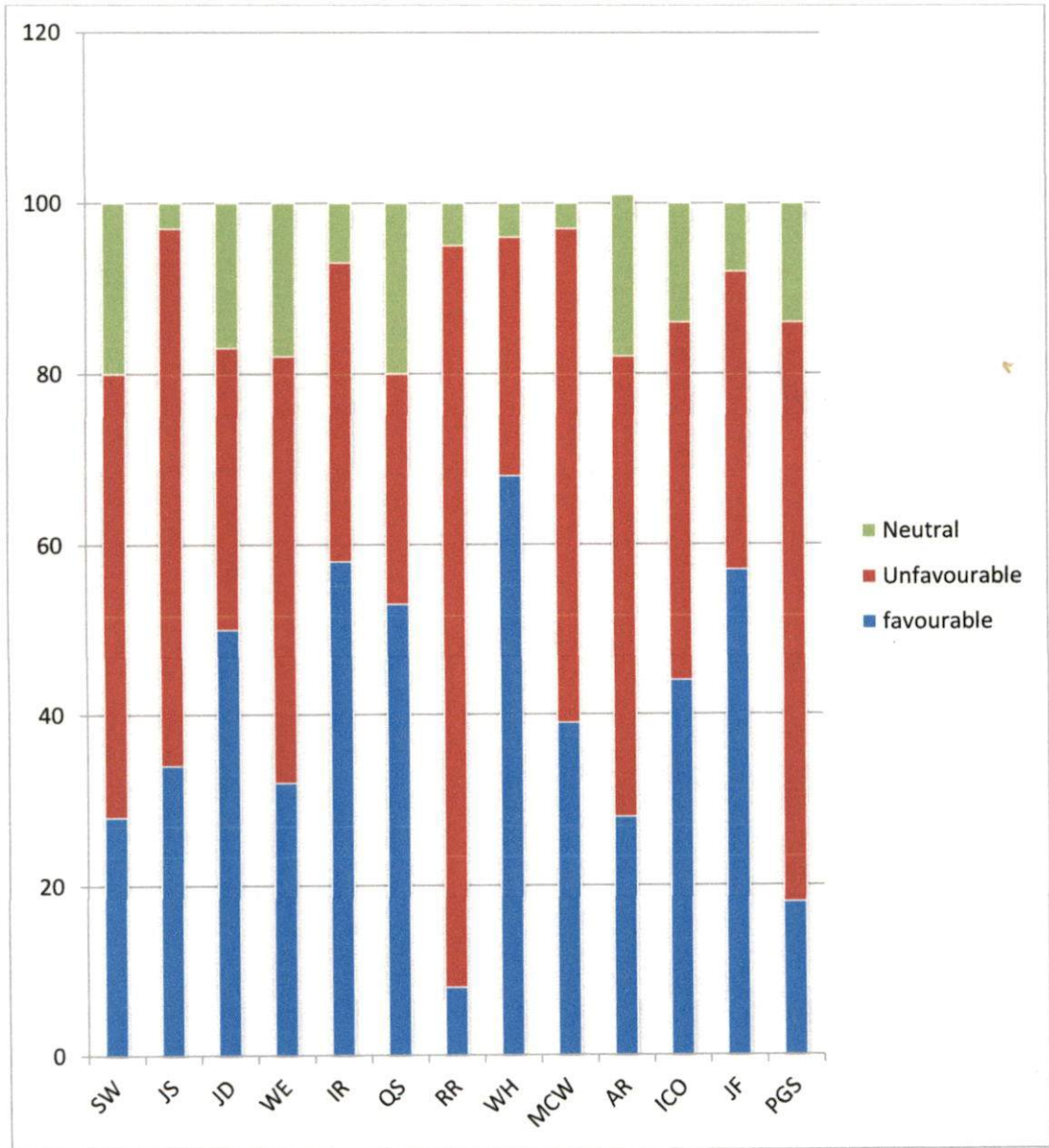
Analysis of the table shows that most of the employees are dissatisfied with their job. Most of the employee shows positive deviation which shows that expectations are more than actual. Thus can conclude numbers of dissatisfied employees are more.

Table 4.16 Level of deviation of employees between expectation and reality

Deviation	Number of +Ve Total deviation	Number of -Ve Total deviation	Number of Zero Total deviation
Manager category	41	18	6
Supervisory category	79	20	31
Workers category	658	228	219
Total	778	266	256

Source: Compiled from primary data

Note: Figure shows percentage to the total

Note : deviation= ideal-actual score

48.84% of employees are having positive deviation and 39.61% of employees are having zero deviation remaining 11.7% of employee's shows negative deviation.

Figure 4.15 Level of satisfaction of employees
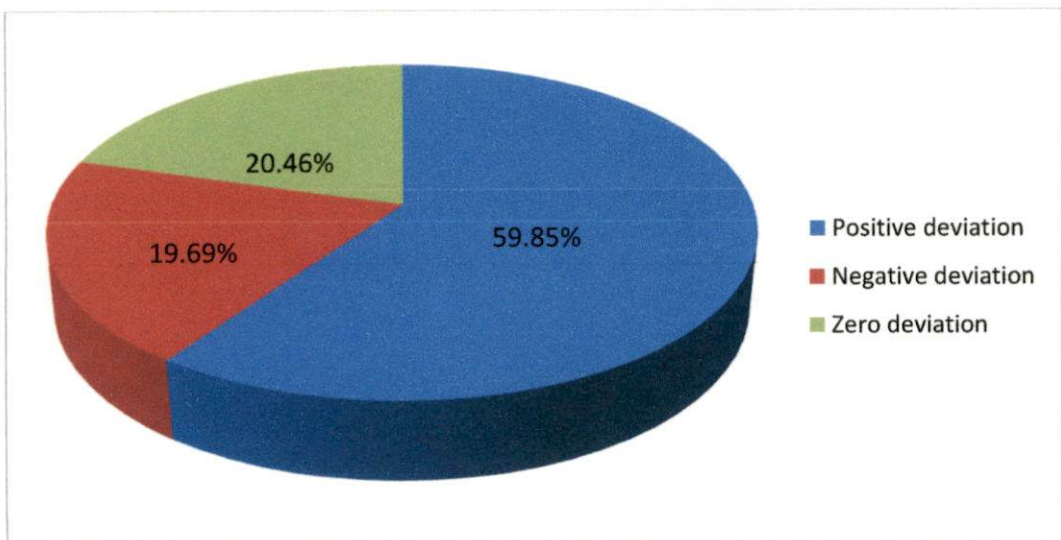
Thus we can conclude that 48.4% of employees were dissatisfied and 39.6% of employees are satisfied and 11.7% of employees were not able to make a decision.

4.4 Level of satisfaction among managerial category, supervisory category and workers category

Table 4.17: Level of satisfaction among managerial category, supervisory category and workers category

Deviation	Managerial category	Supervisory category	Workers category
Zero deviation	58.4%	41.5%	38.2%
Positive deviation	32.3%	50%	49.4%
Negative deviation	9.7%	8.5%	12.4%

Source: Compiled from primary data

Note: Figure shows percentage to the total

Table reveals that 58.4%, 41.5% and 38.2% managerial category, supervisory category and workers category are satisfied with their job. 32.3% of managerial category, 50% of supervisory category and 49.4% of workers category are dissatisfied with their job. 9.7% of managers, 8.5% of supervisors and 12.4% of employees could not make up their mind.

Figure 4.16 Level of satisfaction among managerial category
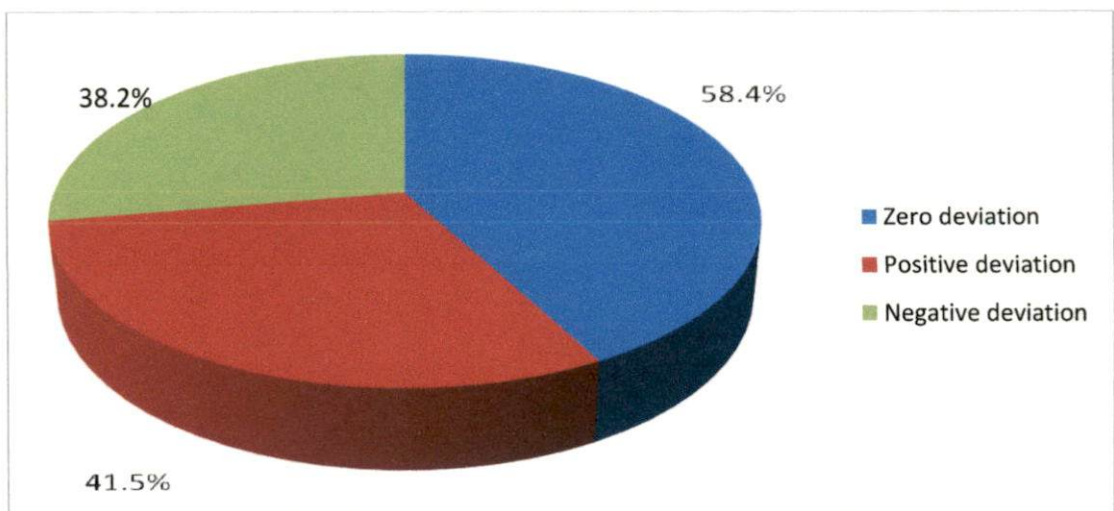
Figure 4.17 Level of satisfaction among supervisory category
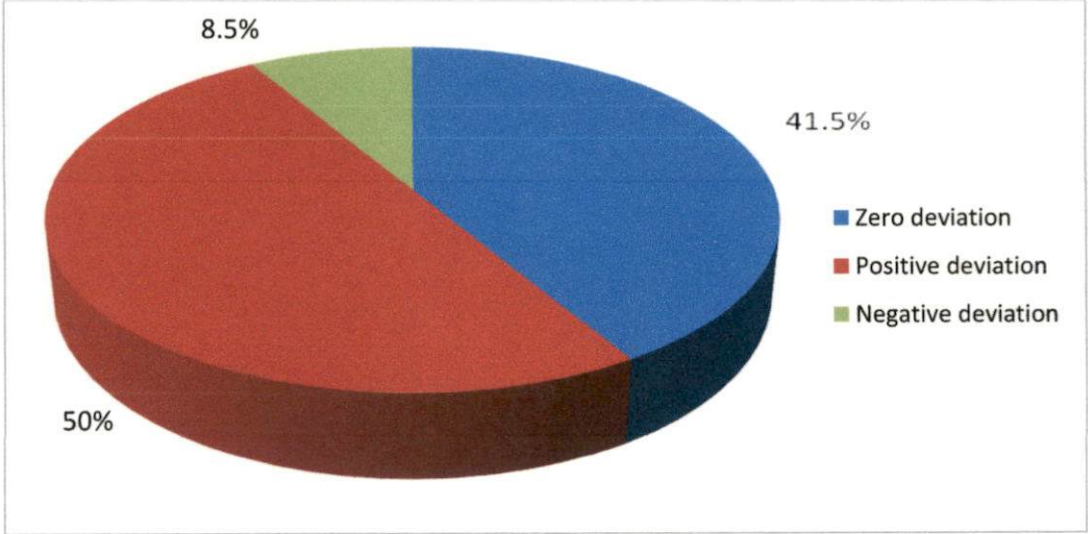
Figure 2.18 Level of satisfaction among workers category
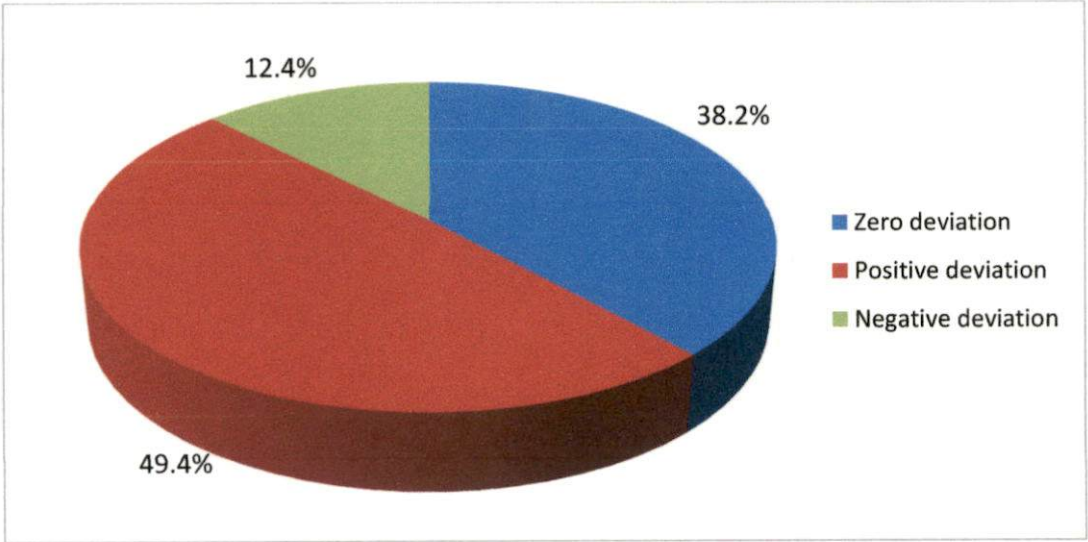
Thus it can be inferred that half of the managerial category is satisfied with their job, but in supervisory and workers category area of dissatisfaction is more as compared to managerial category

4.5 Area of dissatisfaction among employee

In order to identify major areas of dissatisfaction among the different category of employees positive average method is used. The positive average is average obtained from the positive deviation.

PAV = (sum of positive deviation)/sample size

Table 4.18 Positive averages

Parameters	Managerial category	Supervisory category	Workers category	Overall
SW	3.00	5.60	3.62	3.81
JS	4.40	5.30	4.81	4.91
JD	0.00	3.20	2.29	2.27
WE	1.40	2.20	2.29	3.39
IR	1.24	0.70	2.95	2.64
QS	1.52	1.80	1.91	0.31
RR	6.48	7.03	6.94	6.96
WH	0.81	2.80	1.43	1.57
MCW	3.20	3.10	4.29	4.12
AR	0.00	2.00	3.48	3.16
ICO	1.42	2.40	2.77	2.65
JF	1.53	2.10	2.35	2.26
PGS	4.20	4.36	5.38	5.20

Table shows the calculated average for managerial, supervisory and workers category. The highlighted numbers are major areas of dissatisfaction.

The major areas of dissatisfaction among managerial category are job security, reward and recognition, personal goal satisfaction. The major area of discontent of supervisory category found to be salary, job security, reward and recognition, and personal goal satisfaction and for the workers category it is found to be job security, reward and recognition, meaningful and challenging work, and personal goal satisfaction.

Areas of discontentment identified using positive average method

Most critical areas	A	B	C	D
Managerial category	JS	RR	PGS	MCW
Positive averages	4.40	6.48	4.20	3.20

Most critical areas	A	B	C	D
Supervisory category	SW	JS	RR	PGS
Positive averages	5.60	5.30	7.03	4.36

Most critical areas	A	B	C	D
Workers category	MCW	JS	RR	PGS
Positive averages	4.29	4.81	6.94	5.38

Most critical areas	A	B	C	D
Overall	MCW	JS	RR	PGS
Positive averages	4.12	4.91	6.96	5.38

Of the areas of dissatisfaction the major areas are found to:

1. Recognition and reward

2. Personal goal satisfaction

3. Job security

4. Meaningful and challenging work

Recognition and reward is found to be the factor having highest positive average and for supervisory category it is found to be high positive average for the factor salary and wages. The hygiene factor which shows the highest positive averages are found to be recognition and reward, Job security and Meaningful and challenging work. Personal goal satisfaction is the motivating factor which shows high positive average.

4.6 Employee's perception regarding weakness of the organization

The weakness of an organization shows the major areas where the dissatisfaction is high when compared to other parameters in study. The major areas of dissatisfaction is found to be recognition and reward, Job security and Meaningful and challenging work, salary and wages,

Table 4.19 Employee's perception regarding weakness of the organization

Parameters	Managerial category (actual score)	Supervisory category (actual score)	Workers category (actual score)	Overall (actual)
RR	25	41	338	504
JS	28	45	345	418
PGS	29	52	403	484
MCW	30	56	484	570
SW	32	42	512	586

Source: Compiled from primary data

Note: Figure shows percentage to the total

Recognition and rewards

Appreciation and recognition given to the employees means a lot which improves the satisfaction of employees. Employee rewards and recognition system is not just a positive action towards employees. If it is implemented effectively, it proves to be an efficient tool in encouraging the employees to create and bring business for the company.

The recognition and reward has given a minimum score by the employees as comparable to other variables. They are not giving any incentives to the employee for achieving standards.

Job security

Job Security is the presumption or confidence of an employee that he will not lose his current job he is holding to. High level job security indicates that the employees will not lose their jobs in the near future. Job security is more of a perception; it is intangible thing which we cannot look at but we feel it.

A lowest score is given by employee to job security. Thus it can be concluded that the employee feels threatened with respect to their job.

Personal goal satisfaction

The job should offer employee to grow realize their aspirations and ambitions and his personal growth and development should be possible in their organization.

Meaningful and challenging work

Majority of employees desire to have meaningful and challenging work as a part of their normal job activities. Having some level of difficulty in their work is preferable to the boredom of an unchallenging job. Meaningful and challenging environment has got a low score and majority of the employees feels that their job is not challenging. Thus the employee should given more challenging and interesting job.

Salary and wages

For a retail outlet job, salary package is an important factor which determines satisfaction. The salary of a worker is paid by his employer can have a great influence on his performance. A person earning a high salary feels motivated to do a good job. Majority of the supervisors are dissatisfied with their salary packages. Because the salary of both supervisors and workers category shows a minimum of difference. Comparatively supervisors have more workload than workers category. So it is better to improve the pay scale for supervisory category.

4.7 Employee's perception regarding strength of the organization

Table 4.20 Employee's perception regarding strength of the organization

Parameters	Managerial category (actual score)	Supervisory category (actual score)	Workers category (actual score)	Overall (actual)
QS	50	93	868	1011
WH	47	95	870	1012
JD	44	89	711	844
IR	41	81	689	811

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Working hours

Working hours has got greater impact in employee satisfaction. Flexible working time is an advantage for employees. Flexible working time is one of the strength of the organization. A highest score is given by the employees to working time. This shows they are happy with their working time.

Quality of supervision

The management should take effort for developing good atmosphere among people and the employees do not hesitate to share their problems with superiors. A high score is given by the employees for the factor quality of supervision. Thus means they are highly satisfied with quality of supervision.

Job description

Clear job description will help the employees to perform well. Employee should given adequate and reliable information about their job. Better job description is helpful so that employee will know exactly what is expected of him. The employee in this organization has got a better job description so that they exactly know what is expected of them.

Interpersonal relations

Good relations among work groups are one of the important factor for employee satisfaction. Help full colleagues will contribute to improved performance of employees. Table reveals that employees given a high sore for the factor, interpersonal relations. Healthy and cordial relations among will motivate to develop a team spirit among them. It also leads to efficiency, higher productivity and effectiveness.

4.8 Overall satisfaction level of employees

t-Test: Paired Two Sample for Means

A paired sample t-test is conducted to test the overall satisfaction level of employees. In paired sample hypothesis testing, a sample from the population is chosen and two measurements for each element in the sample are taken.

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Table 4.21. Paired t-test

	Ideal total	Actual total
Mean	111.57	100.98
Variance	19.11626263	22.282424
Observations	100	100
Pearson Correlation	0.731752058	
Hypothesized Mean Difference	0	
Df	99	
t Stat	31.65238532	
P(T<=t) one-tail	6.91794	
t Critical one-tail	1.660391156	
P(T<=t) two-tail	0.00	
t Critical two-tail	1.984216952	

A paired sample t- test was performed to test whether there was a significant difference between ideal an actual levels of all the factors in the population. The result indicated that there was a significant difference between the total ideal and actual scores in the population. t (df=99)=33.652, p< .001.

The sample result indicated that total ideal score on average was greater than that of actual score it implies that the majority of the employees are dissatisfied.

1.8 Average dissatisfaction level of employees

Table 4.22. Oneway Anova

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	55.88353	2	27.94176	3.408062	0.037118	3.090187
Within Groups	795.2765	97	8.198727			
Total	851.16	99				

A One way Anova was performed to compare the average dissatisfaction level among three category of employees, i.e manager, supervisor and workers category. The result is statistically significant , f (df 2,97) = 3.40, p<0.05, so there is difference in the dissatisfaction level of three categories of employees in population. Average dissatisfaction level was high among supervisors and low among managers.

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Chapter-7

Summary of findings and conclusion

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Chapter-7

SUMMARY OF FINDINGS AND CONCLUSION

Employee satisfaction is the employee's judgement, of how well his job as hole is satisfying his various needs. Employee satisfaction depends on the performance of work and emotional aspects of individual's experience towards the job. If an individual is not satisfied with the working condition, office atmosphere, having no cordial relation with fellow employees as well as with management, lack of promotional avenue etc. There can be job dissatisfaction among employees. For employees work is not merely a tool for financial benefit, but an idol for worship. Satisfaction is act of satisfying or the state of being satisfied, fulfilment of desire, demand or needs. Job satisfaction is the mental experience that the employees derive after completing their work as per their own expectations. Porter and steers (1973) conceptualized job satisfaction as the sum total of individual's expectation on the job. The more the individual expectations are met on the job it improves the level of satisfaction. Satisfaction describes how content is an individual with his or her job. There are varieties of factors including level of pay and benefit perceived fairness of the promotion system, quality of working condition, leadership and job itself.

The study is attempted on the employee satisfaction of Elite supermarket, Kerala. The objectives are the following

1) To examine the level of employee satisfaction and area of dissatisfaction in Elite Supermarket.
2) To identify major factors determining the satisfaction.

Design of the study given in the first chapters clearly reveals the evidence of employee satisfaction in the success of an organization. The second chapter which deals with the theoretical frame work for studying employee satisfaction using the Herzberg two factor theory and Locke's value discrepancy theory. The third chapter deals with review of related literature. The fourth chapter deals with the industry profile, Kerala. The fifth chapter deals with company profile of Elite supermarket, Kerala. The sixth chapter is an attempt to analyze employee satisfaction and it is

analysed to find out major areas of dissatisfaction, which will adversely affect the organization as a whole.

The major findings of the study are depicted in the following part.

1. Majority of the employees are coming under the age group between 31 and 40.
2. Majority of the employees are female. Only 36 % of employees are coming under male category.
3. Nearly half of employees are having degree and 29% of employees are having educational qualification of higher secondary. Only 2% of employees are having a PG and 13% of employees only having primary education.
4. Majority of the employees are having experience less than 5 years and only 9% of employees are having experience more than 10 years.
5. Majority of the managerial category is happy with their working environment.
6. Majority of the managerial category and nearly half of the supervisory and workers category are satisfied with their jobs, they are getting adequate information about their job
7. Majority of the managerial and supervisory category maintains good relationship among themselves.
8. Majority of the managerial and supervisory category feels that they are able to take part in decision making process.
9. Most of the employee feels they are getting adequate leisure time during their work and they are happy with their working hours.
10. Half of the employees feel that they are doing the job which are suitable for them
11. Majority of the employees are dissatisfied recognition and reward system of the organization.
12. Majority of the employees are threaten with respect to their job and only few are happy with their job security
13. Most of the supervisors are not happy with their salary and wages.
14. Almost 62.3% of workers category is not happy with their working environment.
15. 38.2 % of workers category is not having good relationship among themselves and they hesitate to discuss their problems with superiors.
16. Most of the employees of workers category feel that their job is not meaningful and challenging.

17. Majority of workers category and nearly half of the supervisory category are not happy with autonomy and responsibility maintained in the organization.

18. Nearly half of the workers category is dissatisfied with identification of company objective.

19. Majority of the employees are not happy with their personal goal satisfaction and their development is not possible here.

20. Half of the employees had positive total deviation (sum deviation of all parameters) indicating the gap between expectancy and reality.

21. The area of discontent identified are

    Hygiene factors – Job security

    Motivating factors – Reward and recognition, meaningful and challenging work, personal satisfaction.

22. The study identified areas of maximum job satisfaction. These areas denote the strength of   the organization-quality of supervision, working hours, job description job fit, interpersonal relation.

23. The study identified major areas of job dissatisfaction - Recognition and reward., Personal goal satisfaction, Job security, Meaningful and challenging work.

7.1 Suggestions

On the basis of the observations, the discussions with the employees and the opinions are recorded by them certain suggestions are proposed

Following are some suggestions

1. The organization should give reward and recognition for the employee to keeping them satisfied.

2. Salary and wages packages for the supervisory category should be revised

3. The organization should give attention to the physical working condition such as clean, air and water, arrangement of necessity rest, and clean atmosphere.

4. The management can show more interest in the affairs by sponsoring social events during festival seasons.

5. By having feeling of job security employee can work better and will naturally improve the performance.

6. Job rotation can be done within the departments for making job more challenging and interesting.

7.2 Conclusion

The study of employee satisfaction of Elite supermarket, Kerala is an attempt to identify various parameters affecting satisfaction of employees and to analyse area of dissatisfaction. An attempt is also made to assess the strength and weakness of Elite supermarket pertaining to employee satisfaction. The study identified the major area of dissatisfaction were reward and recognition, job security personal goal satisfaction and meaningful and challenging work, and majority of the supervisory category is dissatisfied with their salary packages. Quality of supervision, working hours, job description job fit and interpersonal relations are the major areas of satisfaction.

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Chapter-5

COMPANY PROFILE

5.1 A profile preamble

ELITE, as a trade name, had etched for itself a place in the shopping agenda of the people of Central Kerala, ever since ELITE FABRICS lent new dimensions to textile trade in Kerala on its entry over fifty years ago. Since then, ELITE made forays into jewellery, sea foods, hospitality one after the other. In due course, a stage was reached when a well-intentioned division was felt prudent for effective management, textiles and jewellery were directly under one founder and later in the course jewellery was parted with on grounds of expediency and intent to diversify into production.

It was at this stage that the next generation of the founder of this division, Sri. T. R. Raghavan, emerged to strengthen and accelerate the growth process visualized by him. The period 1980's to 1990's thus witnessed diversification on a large scale into ultramodern food processing, real estate, retail trade and licensed IMFL sectors. Here again, the last two constituted one division managed by T. R.Vijayakumar, besides being on the Board of the food processing division.

5.2 Elite supermarket

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Web sites

http://www.elitesupermarket.in

http://www.chainstoreage.com

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Appendix

APPENDIX

KERALA AGRICULTURAL UNIVERSITY

COLLEGE OF CO-OPERATION BANKING & MANAGEMENT,

VELLANIKKARA, KAU (P.O),THRISSUR-680656

Schedule for Data collection

Topic: Employee satisfaction – A case study of Elite supermarket, Kerala

PART -1

Ideal situation for employee satisfaction

SL. NO		SA	A	N	DA	SDA
1	Every employee should be paid well					
2	Salary and wages packages are important in keeping employees in their job					
3	Management should give good deal of attention to working conditions					
4	Good facilities to work are important to employees					
5	Employees should be given adequate and reliable information about the company and their job					
6	Better job description is helpful so that employee will know exactly what is expected of them					
7	Job security is important for employees					
8	Having a steady job will improving the job performance					
9	Good relationship in work group are quite important					
10	Help full colleagues will contribute to improved performance					
11	Management ought to work hard for developing friendly atmosphere among people					
12	Training should provide by the management to improve employee performance					

13	Incentives to individual employee should improve the performance of employees					
14	Individual recognition for attaining performance about the standard means a lot to employees					
15	Employees should feel that their real skill and capacities are put to use on their jobs					
16	Almost any job can be made more stimulating and challenging					
17	Employees generally like to schedule their work and make jobs related decision with a minimum of supervision					
18	Employee should be accountable to their work					
19	Employees need to be identify themselves with the organization's goal and image					
20	Employee must understand that their jobs are depend on the company's ability to compete effectively					
21	Employees should take jobs which are most suitable to their liking					
22	Skill, knowledge and competencies and other key qualification of an employee should match with task they perform					
23	Employees can be satisfied only if their personal goals and requirements are satisfied					
24	Employees job should help them to realize their aspiration					
25	Flexible working hours have a positive impact on the employee satisfaction					
26	It is essential to provide leisure time to employees for reducing work stress					

KERALA AGRICULTURAL UNIVERSITY

COLLEGE OF CO-OPERATION BANKING & MANAGEMENT,

VELLANIKKARA, KAU (P.O), THRISSUR-680656

Schedule for Data collection

Topic: Employee satisfaction – A case study of Elite supermarket, Kerala

PART -2

Actual situation for employee satisfaction

General information

a) Name & Address :
b) Age   :
c) Sex   : Male ☐ Female ☐
d) Experience in years :
e) Education   :

Sl NO		SA	A	N	DA	SDA
1	I believe my salary is fair					
2	I'm encouraged to work harder because of my salary					
3	The organization is pretty good to work					
4	The organization provides very good facilities					
5	I'm given adequate information about my job					
6	I know my boss expects of me					
7	I do not feel threatened with respect to my job					
8	I can work better if my job is safe					
9	Employees in this organization are very informal and do not hesitate to discuss their problem with their superior					
10	My colleagues are very supportive and helpful					

11	I feel free to tell my boss what I think					
12	Training program helped to improve my performance					
13	I can get ahead in this company if I make the effort					
14	Employee promotion decisions are handled fairly					
15	My job makes the best use of my ability					
16	My work load is not burdensome					
17	I'm free to make my own decisions					
18	I will held responsible for my mistake in the job					
19	I feel proud when my company gets outside recognition					
20	I prefer to continue working in this company for a long time					
21	I feel I'm very suited to this kind of job					
22	I feel my interest and abilities are lineup with my responsibilities and activities					
23	I feel my personal goals are satisfied here					
24	Personal growth and development is possible here					
25	I'm satisfied with my work hours					
26	Adequate leisure time is allotted during my work time					

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