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WORK STRESS OF SALES STAFF IN RETAIL INDUSTRY-

A STUDY OF BIG BAZAR, CALICUT

by
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(2014-31-131)



MAJOR PROJECT REPORT

Submitted in partial fulfilment of the
requirements for the post graduate degree of

MBA IN AGRIBUSINESS MANAGEMENT

Faculty of Agriculture

Kerala Agricultural University



COLLEGE OF CO-OPERATION, BANKING AND MANAGEMENT

VELLANIKKARA, THRISSUR-680656

KERALA, INDIA

2016

Declaration

DECLARATION

I, hereby declare that this project report entitled “**WORK STRESS OF SALES STAF IN RETAIL INDUSTRY- A STUDY OF BIG BAZAR , CALICUT**” is a bonafide record of work done by me during the course of project work and that it has not previously formed the basis for the award to me of any degree/diploma, associateship, fellowship or other similar title of any other University or Society.

Vellanikkara
18-08-2016



CHINNU MONICA JAMES
(2014-31-131)

Certificate

CERTIFICATE

Certified that this project report entitled “**WORK STRESS OF SALES STAFF IN RETAIL INDUSTRY- A STUDY OF BIG BAZAR , CALICUT**” is a record of project work done independently by Ms.Chinnu Monica James under my guidance and supervision and that it has not previously formed the basis for the award of any degree, fellowship, or associateship to her.

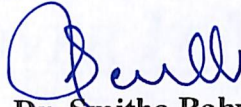
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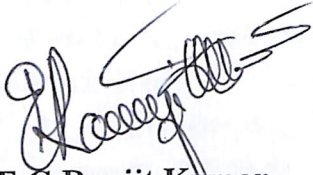
Dr. Smitha Baby
Assistant Professor
Agricultural Extension
Communication center, KAU
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CERTIFICATE

We, the undersigned members of the advisory committee of Ms.Chinnu Monica James, a candidate for the degree of **MBA in Agribusiness Management**, agree that the project work entitled "**WORK STRESS OF SALES STAFF IN RETAIL INDUSTRY – A STUDY OF BIG BAZAR , CALICUT**" may be submitted by Ms.Chinnu Monica James in partial fulfilment of the requirement for the degree.



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10th May, 2016

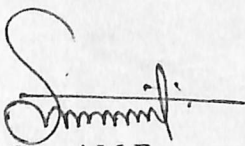
TO WHOMSOEVER IT MAY CONCERN

This is to certify that Ms **Chinnu Monica James**, MBA student from CCBM Kerala Agriculture University, Thrissur has done a project work on **Study on work stress of employees in retail industry** at **Big Bazaar, Calicut (A Division Of Future Retail Limited)** from 21st March 2016 to 10th May 2016 as part of her course curriculum.

During the internship, we found her to be sincere, hardworking and has shown the right attitude and eagerness to learn.

We wish her all the best in all their future endeavours.

For Future Retail Ltd.


Sanoj M P
People Office

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A Div of Future Retail Limited
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acknowledgement

Acknowledgement

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You'll meet more angels on a winding path than on a straight one.

-Terri Guillemets

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Chinnu Monica James

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Chapter - 1

Design of the Study

Chapter -1

DESIGN OF THE STUDY

1.1 Introduction

Stress is everywhere, but as a relatively new phenomenon. It is evident that stress has its greatest effects on those at the very top and those at the very bottom of the socio-economic ladder. According to the World Health Organization's (WHO) definition, work-related stress is 'the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope'. Job stress is the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker. Job stress matters to our health and our work. With various stressors imposed in a work environment, employees may respond positively or negatively. While people are generally able to adjust to short-term stressors and are able to continue performing their normal work duties, stress that develops into a long-term issue may affect a person's psychological and physical health. The WHO advises that 'stress occurs in a wide range of work circumstances but is often made worse when employees feel they have little support from supervisors and colleagues and where they have little control over work or how they can cope with its demands and pressures.

Stress is not an injury or disease, however the experience of stress can lead to the development of psychological and physical injuries. Researches shows that excessive job stress can lead to many long-term health problems, including cardiovascular disease, diabetes, weakened immune function, high blood pressure, musculoskeletal disorders, substance abuse, depression and anxiety. The basis of this reaction comes from instinctive 'fight or flight' reactions to danger. The stress response is designed to be used in short bursts and then switched off. If it is activated for too long, or the period between stressful situations is too short, then the body has no time to repair itself, and fatigue and damage occurs. The stress hormones then literally begin to destroy the body so, over time, this affects physical and mental health and quality of life in just the same way as exposure to industrial toxins.

Stress is not always bad. Stress in the form of a challenge energizes us psychologically and physically, and it motivates us to learn new skills and master our

work. When a challenge is met, we feel relaxed and satisfied. This is good stress or eustress. However, sometimes a challenge is turned into job demands that cannot be met. This is negative stress, or distress, which sets the stage for illness, injury, and job failure.

Retailing as a sector is witnessing revolution in India. Retailing in India is gradually becoming the next boom industry. However, with the growing retail entities and increasing competition, employees working in retail stores, are facing a severe problem of stress. Philip Kotler, one of the most influential Marketing Guru, in his book Marketing Management defined Retailing as, "Retailing includes all the activities in selling goods or services directly to the final consumers for personal, non-business use". Retail employees have to balance the expectations of management and customers. Role-related stressors i.e. role conflict and role ambiguity have been found adding more strain to the stressful internal environment (e.g., long hours with high performance expectations) faced by retail employees. Role stress is defined as a persisting state of mental tension resulting in to negative psychological, psycho-social, and behavioral outcomes. Studying role stress is a potential method of reducing the negative effects of retail role stressors and may help to further our understanding of how to better manage retail employees.

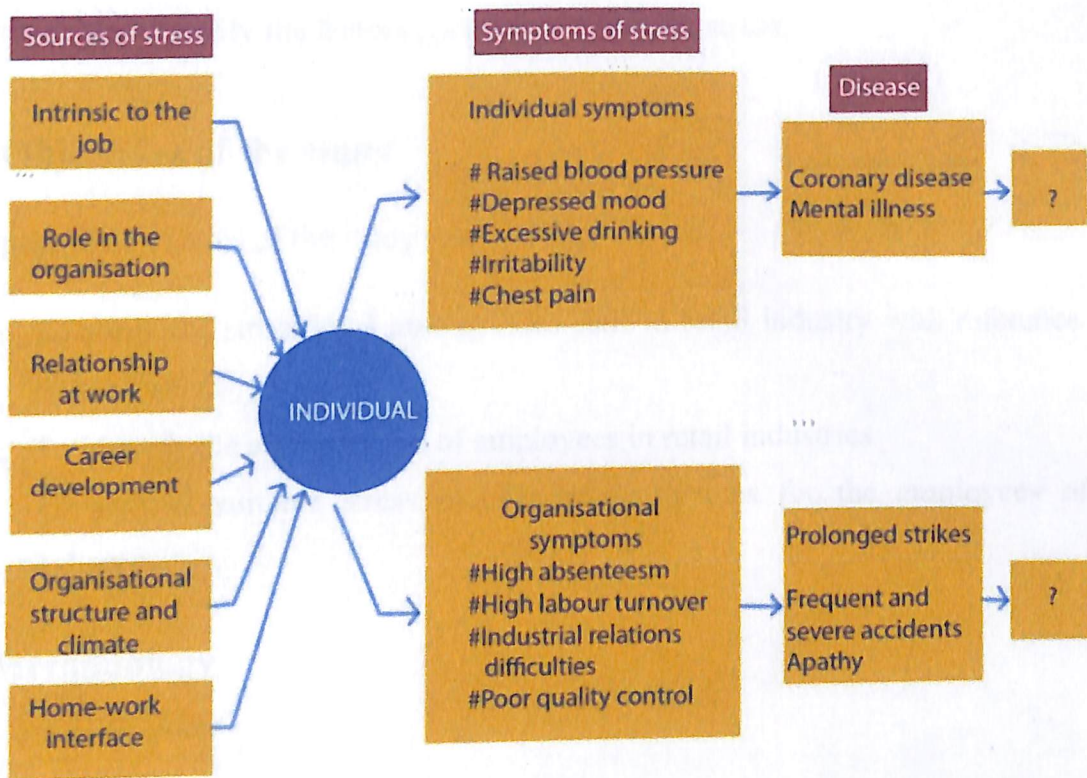
1.2. Definition of Work Stress

Stress can be defined as a psychological state which is part of and reflects a wider process of interaction between the person and their work environment. It is concluded that there is a growing consensus around the adequacy and utility of the psychological approach to stress.

Work-related stress is the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope.- WHO

Several overview models have been offered as summaries of the stress process. The most notable is that of Cooper (Cooper & Marshall, 1976), as presented in Figure 1.1 below. Cooper's model usefully focuses on the nature and detail of work stresses and their individual and organizational outcomes.

Fig.1.1 Coopers Model



Cooper and Marshall's model of job stress conceptualizes five categories of workplace-specific sources of stress within an organization. This model has been applied to a wide variety of employees including: social workers, police, nurses and firefighters.

1.3. Statement of the problem

Some people define stress as events or situations that cause them to feel tension, pressure, or negative emotions such as anxiety and anger. Others view stress as the response to these situations. This response include physiological changes, such as increased heart rate and muscle tension a well as emotional and behavioral changes. However, most psychologists regard stress as a process involving a person's interpretation and response to a threatening event.

In broad terms we can say that stress is experienced when there is an awareness of a substantial imbalance between demand and capability, under conditions where failure to meet the demand is perceived to have unwanted consequences. Often people experience stress because of problems at work or in social relationship. Work stress is the reactions of individuals to new or threatening factors in their work environments. It can be either

positive or negative. Inefficient management of stress can lead to un productivity of employee. The research intended to study the stress level of employees in the retail industry and to identify the factors contributing to work stress.

1.4. Objectives of the study

Specific objectives of the study are:

1. To study the stress level among sales staff in retail industry with reference to Big Bazar Calicut.
2. To identify the stress factors of employees in retail industries
3. To suggest suitable stress management strategies for the employees of retail industry.

1.5. Methodology

1.5.1. Study location

The study conducted at Big Bazar Calicut. Big Bazar is a chain of hypermarkets in India of Future retail limited.

1.5.2. Sample size

The sample for the survey included at least 90 randomly selected lower level employees in Big Bazar from 102 employees, but 8 of them were rejected after scrutiny of their responses in the questionnaires when returned, due to incompleteness or inconsistencies. Care was taken to include sufficient sample respondents from each department like Food, General Merchandise and Fashion. In addition to the respondents for the survey using a pre tested, structured interview schedule, employee respondents were included in the Key Informant Interview (KII) conducted for generation of qualitative data.

1.5.3. Data types and methods of data collection

Both qualitative and quantitative data had been collected for the study. Qualitative data was generated through Key Informant Interviews (KII). Quantitative data were gathered by a survey among the 90 sample respondent employees with a pre – tested, structured interview schedule. Necessary secondary data had also been collected from

available reports, records and other documents in the related offices. The data collection started in on 10th March 2016 which involved detailed gathering of information on different parameters of interest for the study from each respondent by employing the interview schedule.

1.5.4. i. Quantitative data collection methods

The researcher used the broad frame with the objectives of the study in mind especially on the ethical issues (such as how to treat the respondents not to hurt their feelings, confidentiality and friendly) while collecting the data. Work stress scale proposed by The American Institute of stress was used to find the level of stress among employees at the same time pre tested interview schedule was used to find out the factors leading to work stress.

1.5.4.ii. Qualitative data collection methods

Key Informant Interview (KII)

The key informant interviews were not a question-answer session. It rather involved a sort of case studies to have a good insight of how the situation was in the past, the recent transformation and other points of study. During the interview, some related issues were also raised to stimulate the process and also guide the respondent to the main issue. The interview used to start with general questions and then it proceeded using the checklist.

1.5.5. Methods of data analysis

SPSS version 20 computer software was used to analyse the data. The qualitative data collected through KII had been analysed with narrations, tabulations and interpretations. Quantitative data obtained from survey were analysed using simple descriptive statistics like means, frequencies and percentages. The analysis of qualitative data was made both during and after data collection. Then narrative analyses were used through recording, writing the manuscript daily after each qualitative data collection, coding or collecting the same ideas and explained in detailed and organized way.

1.5.5.i. Measurement of level of work stress in employees

Work stress scale proposed by The American Institute of stress is used to find the level of stress among employees. It uses a 5 point Likert scale, 1.Never, 2.rarely, 3.Sometimes 4.Often 5.Very often. Which included both negative and positive statement,

so it scored accordingly from 1 to 5 and added up the score to get the total stress score. The maximum score is 40 and this is categorised into five

Score level of less than 15: No stress

Score level of 16 to 20 : Low stress

Score level of 21 to 25 : Moderate stress

Score level of 26 to 30 : Severe stress

Score level of 31 to 40 : Dangerous level

1.5.5.ii. Identification of factors leading to work related stress

In the structured interview schedule, each respondent was asked to respond the factors listed, according to his/her perception and experience. A 3 point scale, 1.disagree, 2.neutral, and 3.agree is used for that purpose. As indicated above, the scores were assigned to the rank orders and cumulative scores were worked out to make inferences for the sample for generalizations. Later factor analysis will performed to extract factors from the variables

1.6. Scope and limitations of the study

The middle level and low level employees are victims of lack of motivation and employee satisfaction also seems to be brandishing. The study was an attempt to assess the stress level of the employees in the retail industry so as to utilize employee motivation to retain employees in an organization. Thus, not only significant for academicians but also for professionals who can exploit it to control the employee turnover.

The study had limitations in depth, coverage and generalizations. The limited sample size, restriction to one organization will be the limitation of this study, since the results may differ if the data is collected for employees working in other retail formats. Hence, the findings of this research could not have generalizations for the entire retail industry, but will have applicability in all locations of similar nature of organization

1.7 Chapterisation

The study has been designed into the following chapters:

Chapter -1 -- Design of the Study

Chapter -2 -- Review of Literature

Chapter -3 – BIG BAZAR, Future retail ltd -A Profile

Chapter -5 – Work Stress Of Sales staff in retail industry – An Analysis

Chapter -6 -- Summary of Findings and Suggestions

Chapter - 2

Review of Literature

Chapter- 2

REVIEW OF LITERATURE

A literature is a description and analysis of the literature relevant to particular field or topic: According to the University of Toronto “A literature review is an account of what has been already established or published on a particular research topic by accredited scholars and researchers. The scope of literature review must be broad enough to allow the reader to become familiar with the research problem and narrow enough to include only the relevant sources.

The review of literature related with this study is discussed under the following domains:

1. Review of literature regarding Work related stress
2. Review of literature regarding various factors leading to work stress on context to work

2.1 Review of literature regarding Work related stress

Work-related stress is recognized as one of the major issues in the workplace (Damiani, Federico, Pinnarelli, Sammarco, Ricciardi, 2006; Marinaccio et al., 2013).

Stress at workplace is often referred to as ‘occupational stress’. The basic rationale underpinning the concept is that the work situation has certain demands, and that problems in meeting these can lead to illness or psychological distress. Occupational stress is a major health problem for both individual employees and organizations, and can lead to burnout, illness, labour turnover, absenteeism, poor morale and reduced efficiency and performance. Hence, stress is considered as one of the contributing factors that influenced the efficiency, absenteeism, increase in health care costs and other unfavourable results that associated with specific situations, characteristics of the work environment, and individual perceptions and reactions in the context of the workplace (Stacciarini and Troccoli, 2003).

Cox (Cox, 1978) found stress is a perceptual phenomenon resulting from a comparison between the demand on a person and his ability to cope. An imbalance in this mechanism, when coping is important, gives rise to the experience of stress, and to the stress response This transactional view highlights the importance of perception and the

relationship of the individual to the environment (i.e., work setting). If there is an improper fit between the individual and the environment, the individual experiences stress.

Marshall and Cooper (1981) argue that stress is a different phenomenon from “pressure”. Stress is something more than mere pressure. It carries strong overtones of the breakdown of normal human performance. In an earlier work Cooper and Marshall (1978), concluded that “stress is essentially individually defined and must be understood with reference to characteristics of both the individual and his environment, as it is the outcome of the “two”.

The workplace stands out as a potentially important source of stress purely because of the amount of time that is spent in this setting. However, the stress inducing features of the workplace go beyond simply the time involved. With the financial security and opportunities for advancement of individuals being dependent upon their performance, the pressure to perform often makes the work situation potentially very stressful (Faulkner and Patiar, 1997).

The views were also presented in (1977) by Leslie and Lloyd that stress is the mental or Physical condition that results from a perceived threat of danger (physical or emotional) and the pressure to remove it.

The International Labour Organization (ILO)(1986) define psychosocial hazards in terms of the interactions among job context, work organization and management, environmental and organizational conditions, as well as the employees competencies and needs. Those interactions which may prove hazardous influence employees health through their perceptions and experiences.

Cox and Griffiths (1995) provide an alternative definition of psychosocial hazards. They define psychosocial hazards as, “those aspects of work design and their social and environmental contexts, which have the potential for causing psychological, social or physical harm.

Wyatt and Watson (2002), in their annual survey identified that mental health disorders can also put employees at greater risk of other illnesses or increase the gravity, duration and likelihood of recurrence of chronic illness.

There are different causes of stress as Greenberg (2003) concluded that workplace stress comes in many forms. Stress may be caused by occupational demands, role ambiguity, role conflict or role judging.

Moreover, illness is another major cause of stress. Catching a cold, breaking an arm, and a sore back, all cause stress (Burns, 1990). Smith (1989) asserted that environmental factors also can cause stress. Things such as very high altitude and very cold climates can be stressful.

Stress affects in numerous ways and can result in poor attendance, excessive use of alcohol or other drugs, poor job performance, or even overall poor health (Mondy, Noe & preneaux, 2002).

High level of stress results in high levels of employee dissatisfaction, illness, absenteeism, and turnover, low levels of productivity and as a consequence difficulty in providing high quality service to customers (Organ & Bateman, 1989; Matteson & Ivancevich, 1987).

High levels of stress may also result in increased staff turnover, higher accident rates, more physical ill-health, more psychological ill-health and absenteeism. Absenteeism in particular has become a major concern in industrialized 18 countries because of its economical consequences. For instance, sickness absence figures show that the loss of working days for industry in the US amounts to about 550 million (3–7%) each year and for the UK this figure is 3.7% of the total number of working days (Van Rhenen et al., 2007).

Turner (2002) indicated that stress chemicals that stay in the body can obstruct the digestive and immune systems, and also deplete human energy.

Scott & Howard (1970) wrote: “certain stimuli, by virtue of their unique meaning to particular individuals, may prove problems only to them; other stimuli, by virtue of their commonly shared meaning, are likely to prove problems to a larger number of persons.” This statement implies the mediation of strong cognitive as well as situational (context) factors in the overall stress process.

Douglas (1992) has been forcefully made a point with respect to the perception of risks (and hazards). Such perceptions and related behaviours, she maintains, are not adequately explained by the natural science of objective risk and are strongly determined by group and cultural biases.

The simple equating of demand with stress has been associated with the belief that a certain amount of stress is linked to maximal performance (Welford, 1973) and possibly good health. Belief in optimal levels of stress has been used, on occasions, to justify poor management practices. The physiological model is equally open to criticism.

Both the non-specificity and the time course of the physiological response to aversive and noxious stimuli have been shown to be different from that described by (Selye 1950, 1956) and required by the model (Mason, 1968, 1971). For example, he has shown that some noxious physical stimuli do not produce the stress response in its entirety. In particular, he has cited the effects of heat.

Stress and job burnout also are related to specific demands of work, including overload, variations in workload, role conflict, and role ambiguity. Workers who perceive a high level of stress and resulting job burnout have poor coping responses and lack of job satisfaction, which often erode commitment to the organization and lead to higher turnover (Lee and Ashforth, 1996).

2.2 Review of literature regarding various factors leading to work stress on context to Work

The following section describes those psychosocial hazards which are related to the “context to work” and which are experienced as stressful and/or otherwise carry the potential for harm.

Organisational culture and function

The very fact of working within an organisation, as do most workers in Europe (Coxet *al.*, 1990), can be perceived as a threat to individual freedom, autonomy and identity (Hingley & Cooper, 1986).

Studies on employees' perceptions and descriptions of their organisations suggest that these revolve around three distinct aspects of organisational function and culture: the organisation as a task environment, as a problem-solving environment and as a development environment (Cox & Howarth, 1990; Cox & Leiter, 1992).

The available evidence suggests that if the organization is perceived to be poor in respect to these environments, then this is likely to be associated with increased levels of stress. On the other hand, if the organisation is perceived to be good in these respects then the relationship between the experience of stress and the report of symptoms of ill health is attenuated (Cox & Kuk, 1991).

Kasl (1992) has listed various aspects of organization which he believes may be hazardous; for example, organisational size and structure (having a flat structure with relatively few levels), cumbersome and arbitrary procedures, and role-related issues. The latter are dealt with below. Much of the effect of organisation and function and culture on workers will be transmitted through the behaviour of managers and supervisors.

There is evidence, for example, that management behaviour and supervisory styles have a substantial impact on the emotional well-being of workers (Landy, 1992; Corey & Wolf, 1992). Such an influence may be partly a reflection of their handling of the job context and job content issues listed in. Following this argument, any effect of style might be largely a reflection of more general issues of interpersonal relationships.

Role in Organisation

The 'role in organisation' is a potential psychosocial hazard relates largely to issues of role ambiguity and role conflict (Kahn *et al.*, 1964; Kahn, 1973; Ingersoll *et al.*, 1999; Jackson & Schuler, 1985).

French *et al.* (1982) have concluded that variables such as role overload, role insufficiency and responsibility for other people are among the most powerful predictors of psychological health.

Bhalla *et al.* (1991) used five aspects of role related to workers' reports of strain, job satisfaction and organisational commitment. The data suggested that overall role

ambiguity, role conflict and role insufficiency were more strongly related to the outcome variables than were role overload or responsibility for other people.

Role Ambiguity

Role ambiguity occurs when a worker has inadequate information about his or her work role.

As Warshaw (1979) has stated, "the individual just doesn't know how he or she fits into the organisation and is unsure of any rewards no matter how well he or she may perform." Ivancevich & Matteson, (1980) pointed role ambiguity manifests itself in a general confusion about appropriate objectives, a lack of clarity regarding expectations, and a general uncertainty about the scope and responsibilities of the job.

Kahn *et al.* (1964) found that workers who suffered from role ambiguity were more likely to experience lower job satisfaction, a greater incidence of job-related tension, greater feelings of futility and lower levels of selfconfidence.

French & Caplan (1970) found that role ambiguity was related to a similar cluster of symptoms. They also showed that role ambiguity was related to increased blood pressure and higher pulse rates. Later research by Margolis *et al.* (1974) found a number of significant relationships between role ambiguity and symptoms of depression and low job motivation and intention to leave the job.

Cooper and Marshall (1976) have pointed out that although the correlations reported in all these studies were significant and together paint a consistent picture, they were not particularly strong (only accounting for about 2-5% of the data variance).

Role Conflict

Role conflict occurs when the individual is required to play a role which conflicts with their values, or when the various roles that they play are incompatible with one another.

Kahn and his colleagues (1964) have shown that the greater role conflict in men, the lower job satisfaction and the greater job-related tension.

French & Caplan (1970) found that mean heart rate was strongly related to perceived level of role conflict. It may also be related to increased risk of cardiovascular ill health (Ivancevich & Matteson, 1980).

Shirom *et al.* (1973), in a large study of Israeli men drawn from a range of occupations, found that there was a significant relationship between role conflict and incidence of coronary heart disease but only for white-collar workers.

Cooper & Smith (1986) concluded that white-collar workers are more prone to role conflict than are manual workers. Kahn *et al.* (1964) have suggested that those in 'boundary roles' (links between organisational levels or departments), such as foremen, are particularly prone to experience stress. Such roles have a high potential for conflict, and Margolis & Kroes (1974) found that foremen were seven times more likely to develop ulcers than shop floor workers.

Role Insufficiency

Role insufficiency refers to a failure of the organisation to make full use of the individual's abilities and training (O'Brien, 1982). Such insufficiency has been reported to lead to feelings of stress (Brook, 1973) and is associated with psychological strain and low job satisfaction and organisational commitment (Bhalla *et al.*, 1991).

Responsibility for People

Responsibility for people has been identified as a potential source of stress associated with role issues. Wardell *et al.* (1964) showed that responsibility for people, compared to responsibility for things, was likely to lead to greater risk of coronary heart disease.

French & Caplan (1970) found that responsibility for people was significantly related to heavy smoking, raised diastolic blood pressure and elevated serum cholesterol levels.

There is also evidence from the study of mental health referrals, by occupation, that those occupations involving continual contact with and responsibility for people are high risk (Colligan *et al.*, 1977).

Career Development

The lack of expected career development may be a source of stress, particularly in organizations which emphasise the relationship between career development and competence or worth.

Marshall (1977) identified two major clusters of potential sources of stress in this area: first, lack of job security and obsolescence (fear of redundancy and forced early retirement); and, second, status incongruity (under or over promotion, and frustration at having reached the career ceiling). These have been related to adverse psychological effects as well as poor physical health (Kasl & Cobb, 1982; M^argolis *et al.*, 1974) These two sources of stress probably interact.

Cooper (1978) has suggested that fear of obsolescence and failure resulting in demotion is likely to be strongest in those who believe they have reached their career ceiling, and that most will experience some erosion of status before they retire.

Roberston & Cooper (1983) believe that these fears may give rise to stress if workers are unable to adapt their expectations to the reality of their situation. Not surprisingly, older workers are particularly vulnerable as they tend to place a high value on stability (Sleeper, 1975).

Job insecurity and fear of redundancy can be major sources of anxiety, particularly if organisations expect, at the same time, commitment from their employees. The sense of inequity may exacerbate the experience of stress (Porter, 1990)

Poor pay

Poor pay may be hazardous to health. While most workers will complain about levels of pay, the extremes of poor pay clearly have an effect on the worker's ability to remain healthy (Warr, 1992). Method or schedule of payment may also be a source of stress and may interact in its effects with the rate of working (Kasl, 1992).

Decision Latitude and Control

Decision latitude and control are important issues in job design and work organisation. They are often reflected in the extent to which employees can participate in decision-making affecting their work. However, there are other aspects to participation

such as status which may also affect health and behaviour. The experience of low control at work or of loss of control –low decision latitude– has been repeatedly associated with the experience of stress, and with anxiety, depression, apathy and exhaustion, low self esteem and increased incidence of cardiovascular symptoms (Terry & Jimmieson, 1999; Ganster & Fusilier, 1989; Sauter *et al.*, 1989; Karasek & Theorell, 1990).

Participation

Research suggests that where there are greater opportunities for participating in decision-making, greater satisfaction and higher feelings of self-esteem are reported (French & Caplan, 1970; Spector, 1986). ...

Non-participation appears related to work related stress and overall poor physical health (Margolis & Kroes, 1974).

French *et al.* (1982) have reported that lack of participation shows a strong relationship to job dissatisfaction but that this effect may be mediated by other variables relating to the overall person-environment fit.

Interpersonal relationship at work

It has been argued strongly that good relationships amongst workers and members of work groups are essential for both individual and organisational health (Cooper, 1981).

A survey by the Ministry of Labour in Japan (1987) revealed that 52% of the women interviewed had experienced anxiety and stress, the main cause being unsatisfactory interpersonal relations at work (61%).

Similarly, Jones *et al.* (1998) found that workers reporting high levels of stress and stress-related illnesses were 61/2 times more likely to report “lack of support from people in charge at work” than the general working population.

Three important sets of relationships have been identified: relationships with superiors, relationships with subordinates and relationships with colleagues (Sauter *et al.*, 1992).

Low interpersonal support at work has been found to be associated with high anxiety, emotional exhaustion, job tension and low job satisfaction and increased risk of cardiovascular disease (for example, Beehr & Newman, 1978; Davidson & Cooper, 1981; Pearse, 1977; Warr, 1992).

Viswesvaran *et al.* (1999) confirmed the presence of three general constructs (stressors, strains and social support). Their results indicated that social support had a threefold effect on work stressor-strain relations: it reduced the strains experienced, mitigated perceived stressors, and moderated the stressor-strain relationship.

Lobban *et al.* (1998) found that supervisory styles (in terms of providing direction and communicating with employees) may play a more dominant role in the stress process than is currently appreciated. They also suggest that supervisory relationships, either directly or mediated by other job characteristics, have significant additional influence on occupational stress that cannot be explained by the role or demand/latitude variables.

Fielden & Peckar (1999) found that, although there is a direct link between the number of hours worked and stress levels, the number of hours worked was positively related to the perceived availability of social support.

Home – Work interface

The concept of the work-home interface (or “work-home interference”, WHI) relates not only to domestic life and the family but also to the broader domain of life outside of work. Most research has focused either on the relationship between managers and their spouses (Cooper, 1981) or on the use of leisure time (Gardell, 1973; Cox, 1980).

Work and Family

Hingley & Cooper (1986) have argued that problems relating to the interface between work and the family either involve resolving conflicts of demands on time and commitment, or revolve around issues of support.

The difficulties faced in resolving conflicts between work and family appear enhanced if the family has young children; again this may be particularly so for women workers (Larwood & Wood, 1979; Bhagat & Chassie, 1981).

Handy (1975) has explored the nature of a number of possible 'marriage-role' combinations in a study of executive managers. Consistent with other research, the most frequent combination was the "thrusting male-caring female", which was most beneficial to the working husband.

Another increasingly common combination was what was effectively the dual career couple. In this combination, traditional role expectations appear to be challenged with the possibility of either or both partners experiencing feelings of threat and anxiety (Hingley & Cooper, 1986).

Work shift

Harrington (1978) concluded that "whereas good evidence exists to show that shift work, particularly night work, causes disruption of circadian rhythms and sleep patterns, the evidence for there being any major effect on health is slim." He did, however, also conclude that there may be a link between night work and digestive disorders, and between shift work in general and fatigue. He also commented that whatever effects did exist, they were likely to be greater in those who had difficulty in adapting to such forms of working or who had existing digestive or sleep related problems.

Boggild & Knutsson (1999) reviewed 17 studies dealing with shift work and cardiovascular disease risk. They suggest that methodological problems are present in most of these studies: selection bias, exposure classification, outcome classification, and the appropriateness of comparison groups. Boggild & Knutsson found that, on balance, shift workers were found to have a 40% increase in risk. Possible causal mechanisms of this risk via known cardiovascular risk factors relate to circadian rhythms, disturbed sociotemporal patterns, social support, stress, health behaviours (smoking, diet, alcohol, exercise), and biochemical changes (cholesterol, triglycerides, etc). They conclude that the risk is probably multifactorial, and that the literature has focused on the behaviour of shift workers, thus neglecting other possible causal connections.

Long Work Hours

The European Community Directive on Working Time, which should have been implemented in Member States of the European Community by November 1996, contains several requirements related to working hours, including the right of employees to refuse to work more than 48 hours a week. Much of the research in this area has focused on the

problems of shiftworking, emphasising this aspect of working hours. However, there is much less information about the effects of overtime work, which is a central element of the terms of the Directive. Research to date has been restricted to a limited range of health outcomes –namely, mental health and cardiovascular disorders (Spurgeon *et al.*, 1997).

Other potential effects which are normally associated with stress (for example, gastrointestinal disorders, musculoskeletal disorders, and problems associated with depression of the immune system) have received little attention. Sustained working can cause or be otherwise associated with sleep loss and perceived exertion or fatigue (Ryman *et al.*, 1989). Performance can be severely compromised by accumulation of sleep debt (Stampi, 1989).

Working aspect

Abrahamsson (2000) explained that working environment problems should be regarded as production problems in order to achieve the economic gains. Human suffering and economic losses (the loss of man power and productivity, increased cost towards medical expenses, compensation and other hidden liabilities such as replacement labour and modification of workplace) are the constant reminders to implement better organizational work design, planning of work time, work safety standard and control technologies (Nag and Patel, 1998).

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Chapter - 3
BIG Bazar, Future retail ltd –
A Profile

Chapter -3

BIG BAZAR, FUTURE RETAIL LTD -A PROFILE

3.1 Introduction To Retail Industry

Retailing is derived from the French word "retailer" which means: "to cut off a piece or to break bulk". Retailing consists of the sale of goods or merchandise from a fixed location, such as department store, boutique or kiosk, or by post, in small or individual lots for direct consumption by the purchaser. Purchasers may be individuals or business. A retailer buys goods or product in large quantities from manufactures or importers, either directly or through a wholesaler and then sells smaller quantities to the end users/consumers. Retail establishment are often called shops or stores. Retailers are the end of the supply chain. Manufacturing marketers see the process of retailing as a necessary part of their overall distribution strategy. The term retailer is also applied where a service provider services the needs of a large number of individuals, such as a public utility, like electric power.

Sometimes this is done to obtain necessities such as food and clothing; sometime it is done as a recreational activity. Recreational shopping often involves window shopping (just looking not buying) and browsing and doesn't always result in a purchase. Retail industry is the largest industry in India with an employment, of around 8% and contributing to over 10% of the country's GDP. Retail industry in India is expected to rise 25% yearly being driven by strong income growth, changing life styles and favourable demographic patterns.

In the Indian retailing industry, food is the most dominating sector and is growing at a rate of 9% annually. The branded food industry is trying to enter the India retail and convert Indian consumer to branded food. Since at present 60% of the Indian grocery basket consist of non-branded items.

India retail industry is progressing well and for this to continue retailers as well as the Indian government will have to make a combined effort. Retailing includes subordinated services, such as delivery. The term "retailer" is also applied where a service provider services the needs of a large number of individuals, such as for the public. Shops may be on residential streets, streets with few or no houses or in a shopping mall. Online retailing, a type of electronic commerce used for business-to-consumer (B2C) transactions and mail

order, are forms of non-shop retailing. According to 2012 Global Retail Development Index India has secured 5th rank in market attractiveness.

3.2 Types Of Retailers

Hyper Market

A Hypermarket is a superstore combining a supermarket and a department store. Hypermarkets, like other big-box stores, typically have business models focusing on high-volume, low-margin sales. Because of their large footprints, many hypermarkets choose suburban or out-of-town locations that are easily accessible by automobile.

Many also position food and other supermarket fare at one end of the open floor design, and the department store merchandise at the opposite end. Checkout lanes are normally located within the middle area of the floor, allowing easy access from any department within the store. Since 2000, many hypermarket designs call for the inclusion of self-service kiosks, allowing customers to scan, bag, and pay for their items without the assistance of a store associate.

One of the major benefits of shopping at a hypermarket is the chance to manage most shopping needs at one central location. In superstore designs that include specialty shops, it is also possible to visit a styling salon, conduct banking transactions, and even get an eye examination and purchase eyewear. In addition to the convenience, hypermarkets also often offer extremely competitive pricing, which is especially helpful for people with a tight household budget

Department Store

A Department store is a retail establishment with a building open to the public, offering a wide range of consumer goods in different departments. It typically allows shoppers to choose between multiple merchandise lines, at variable price points, in different product categories known as "departments".

Department stores usually sell a variety of products, including clothing, furniture, home appliances, toys, cosmetics, gardening, toiletries, sporting goods, do it yourself, paint, and hardware and additionally select other lines of products such as food, books, jewellery, electronics, stationery, photographic equipment, baby needs, and pet supplies. Customers check out near the front of the store or alternatively, sales counters within each

department. Some are part of a retail chain of many stores, while others may be independent retailers, existing entirely independently or as licensed dealers.

Super Market

A Supermarket, a large form of the traditional grocery store, is a self-service shop offering a wide variety of food and household products. 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. Some supermarkets also sell a variety of other household products that are consumed regularly, such as alcohol (where permitted), medicine, and clothes, and some stores sell a much wider range of non-food products: DVDs, sporting equipment, board games, and seasonal items (e.g., Christmas wrapping paper in December).

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. They also minimize financing costs by paying for goods at least 30 days after receipt and some extract credit terms of 90 days or more from vendors.

Warehouse Retailer

This type of retailer is usually situated in retail or Business Park and where premises rents are lower. This enables this type of retailer to stock, display and retail a large variety of good at very competitive prices. Warehouse stores also offer a selection of merchandise sold in bulk, typically warehouse stores are laid out in a logical format which leads people a certain way around the store to the checkout. As one enters the store they are directed down an aisle of discounted special buys when entering the store. From there the layout typically then leads to the fresh Produce followed by the Deli at the back of the store.

It also includes bakery and other departments similar to other supermarkets. Another typical feature of these stores is that the customer bags their own groceries which also help to reduce the overall cost. Many warehouse stores are operated by traditional

grocery chains both as a way to attract lower income, value conscious consumers and to maximize their buying power in order to lower costs at their mainstream stores.

Specialty Retailer

Specializing in specific industries or products, this type of retailer is able to offer the customer expert knowledge and a high level of service. They also add value by offering accessories and additional related products at the same outlet.

E-tailor

This type of retailer enables customers to shop on-line via the internet and buy products which are then delivered. Electronic retailing, or e-tailing, can include business-to-business and business-to-consumer sales. E-tailing revenue can come from the sale of products and services, through subscriptions to website content, or through advertising.

This type of retailer is highly convenient and is able to supply a wider geographic customer base. Online shopping or e-shopping is a form of electronic commerce which allows consumers to directly buy goods or services from a seller over the Internet using a web browser. Alternative names are: e-web-store, e-shop, e-store, Internet shop, web-shop, web-store, online store, online storefront and virtual store.

Customers are attracted to online shopping not only because of high levels of convenience, but also because of broader selections, competitive pricing, and greater access to information. Business organizations seek to offer online shopping not only because it is of much lower cost compared to bricks and mortar stores, but also because it offers access to a worldwide market, increases customer value, and builds sustainable capabilities.

Shipping costs (if applicable) reduce the price advantage of online merchandise, though depending on the jurisdiction, a lack of sales tax may compensate for this. Some online stores provide or link to supplemental product information, such as instructions, safety procedures, demonstrations, or manufacturer specifications. Some provide background information, advice, or how-to guides designed to help consumers decide which product to buy. Some stores even allow customers to comment or rate their items. There are also dedicated review sites that host user reviews for different products. Reviews and even some blogs give customers the option of shopping for cheaper purchases from all over the world without having to depend on local retailers

Convenience Retailer

A convenience store, corner store, or corner shop, is a small store that stocks a range of everyday items such as groceries, snack foods, candy, toiletries, soft drinks, tobacco products, and newspapers. Such stores may also offer money order and wire transfer services. In some jurisdictions, corner stores are licensed to sell alcohol, typically beer and wine. They differ from general stores and village shops in that they are not in a rural location and are used as a convenient supplement to larger stores.

Convenience stores usually charge significantly higher prices than conventional grocery stores or supermarkets, as convenience stores order smaller quantities of inventory at higher per-unit prices from wholesalers. However convenience stores make up for this with the convenience by having longer opening hours, serving more locations, and having shorter cashier lines.

The smaller convenience stores typically have very few perishable items, since it is not economically easy to rotate perishable items frequently with such a low number of staff. Smaller convenience stores also don't generate the business needed to sustain food spoilage rates typical of grocery stores or supermarkets. As such products with a long shelf life are the rule unless a product is specifically aimed at attracting customers on the chance they may buy something profitable too.

Discount Retailer

This type of retailer offers a variety of discounted products. They offer low prices on less fashionable branded products from a range of suppliers by reselling end of line and returned goods at discounted prices.

A discount store is a retail store which sells products at prices lower than the typical market value. A "full-line discount store" or "mass merchandiser" may offer a wide assortment of goods with a focus on price rather than service, display, or wide choice. A discount store may specialize in specific merchandise such as jewellery, electronic equipment, or electrical appliances, relying on bulk purchase and efficient distribution to keep down cost

3.3. Company Profile - BIG BAZAR

Future Group is India's leading business group that caters to the entire Indian consumption space. Mr. Kishore Biyani CEO, Future Group Pantaloon Retail (India) Limited is India's leading retailer that operates multiple retail formats in both the value and lifestyle segment of the Indian consumer market. Headquartered in Mumbai, the company operates over 16.33 million square feet. Of retail space, has over 1000 stores across 85 cities and 60 rural locations across the country and employs over 35,000 people. The company's leading formats include Pantaloons, a chain of fashion outlets, Big Bazaar, a uniquely Indian hypermarket chain and Food Bazaar, a supermarket chain.

Big Bazaar is a chain of hypermarkets in India. The first Big Bazaar store, with an area of about 24,000 square feet, opened on VIP Road, Kolkata in August 2001. This was followed by stores in Hyderabad, Bangalore, Mumbai and Gurgaon. And the company introduced the country to the Food Bazaar, a unique 'bazaar' within a hypermarket, which was launched in July 2002 in Mumbai. The initial categories on offer were apparel, general merchandise and food. Later, several brands from categories like electronics, furniture, music, communications and books were added to the bouquet of products. Big Bazaar implemented SAP in 2005 to run its stores in the most efficient manner that technology could provide. With an increasing number of customers patronizing its stores, it was time for Big Bazaar to reach out to them. To pay tribute and to tell them how much they were appreciated, Big Bazaar launched a co-branded credit card.

Vision

"Future Group shall deliver Everything, Everywhere, Every time for every Indian consumer in the most profitable manner."

Mission

1. We share the vision and belief that our customers and stakeholders shall be served only by Creating and executing future scenarios in the consumption space leading to economic development.
2. We will be the trendsetters in evolving delivery formats, creating retail realty, making consumption affordable for all customer segment— for classes and for masses.
3. We shall infuse Indian brand with confidence and renewed ambition.

4. We shall be efficient. Cost- conscious and committed to quality in whatever we do.
5. We shall ensure that our positive attitude, sincerity, humility and united determination shall be the driving force to make us successful.

Core Values

- Indian's: confidence in ourselves.
- Leadership: to be a leader, both in thought and business.
- Respect & Humility: to respect every individual and be humble in our conduct.
- Introspection: Leading to purposeful thinking.
- Openness: to be open and respective to new ideas, knowledge and information.
- Valuing and nurturing relationship: to build long term relationships.
- Simplicity & positivity: Simplicity and positivity in our thought, business and action.
- Adaptability: to be Flexible and adaptable, to meet challenges.

Big Bazaar India's Real Retail Story

Big Bazaar, the flagship retail chain of the Future Group, is on the verge of achieving a unique milestone in the History of World retail- by being the first hypermarket format in the globe to rollout fastest 101 stores in a short span of seven years.

Big bazaar's journey began in October 2001, when the young first generation entrepreneur Kishore Biyani opened The country's first hypermarket retail outlet in Kolkata [Then Calcutta] .In the same month, Two more stores were added — one each in Hyderabad and Mumbai, thus starting on a successful sojourn which began the chapter of organized retailing in India.

Though, Big Bazaar was started purely as a fashion format including apparel cosmetics, accessory and merchandise, the First food bazaar format was added as shop-In shop within Big bazaar in the year 2002. Today, Big Bazaar, with its wide range of products and service offering, reflects the aspirations of millions of Indians.

Every Big Bazaar is a small family by its own and the head of the family — Karta- is the store manager. Kishore Biyani, the CEO of the Future Group, has a vast

understanding of the consumer's insight, has inculcated the habit of observing, understanding customers, in every employee of the group.

Future Group is confident of the Indian Retail Story. The group has not slowed down its expansion plans despite the fiscal woes in the economy present today. Customers come in Big Bazaar for purchasing, entertainment and peeing here and that. It gives many facility to the customers like; Helpline, Baggage Counter, Parking. Exchange etc. big Bazaar trying to provide customer with 3V's

- Value
- Variety
- Volume

Big Bazaar has different categories; such as

- Food Bazaar
- Apparels
- General Merchandise

At Big Bazaar, you will definitely get the best products at the best priors- that's what it guarantees. With the ever increming array of pn'vate labels. It has opened the doors into the world of fashion and general melmidise including home gumishings. Utensils, crockery, cutlery, sports goods and much more at prices that surprise us. Here we talk about the department states, because Big Bazaar baud on the departments.

Future Group Advantage

Empowering People :Future Group's diverse people initiatives are aimed to attract, motivate and empower our employees in many ways.

Sishya: An initiative that provides an opportunity to develop and enhance skills and knowledge through various educational and learning programs.

Seekho :An initiative aimed at encouraging employees who are consistent performers to fast-track their career growth by completing their higher education (MBA) in the retail domain.

Happiness Index Program: A priority initiative aimed towards building a culture of employee-level conversations to achieve happiness through sensitivity and empowerment.

Vidyarambh: 'The festival of learning at our stores' is aimed at building a culture of a knowledge-led organization.

Suprabhat: A residential program that has Processes & Games, Guided Meditation, Power Breathing Techniques, Understanding Bias Barriers & Nature of the Mind. Combined with timeless wisdom and innovative, contemporary management techniques, the program helps employees explore their inner-self in collaboration with the Art of Living Foundation.

*L.E.A.P :*Our Leadership Excellence Advancement Program identifies and develops an individual's leadership potential.

*Idea Board :*Unlike a "suggestion box", the Idea Board is an open forum that offers a platform for employees to voice their ideas openly.

*Genesis :*Future Group's Management Trainee Program aims to develop trainees into future leaders at the company through on-the-job training, project work and functional implementation.

Brief History

2001

- Three stores launched within a span of 22 days in Kolkata, Bangalore and Hyderabad

2002

- ICICI Bank Card is launched.
- Food Bazaar becomes part of Big Bazaar with the launch of the first store in Mumbai at High Street Phoenix

2003

- Enters Tier II cities with the launch of the store in Nagpur
- Welcomes its 10 millionth customer at its new store in Gurgaon

2004

- Wins its first award and national recognition. Big Bazaar and Food Bazaar awarded the country's most admired retailer award in value retailing and food retailing segment at the India Retail Forum
- A day before Diwali, the store at Lower Parel becomes the first to touch Rs 10 million turnover on a single day

2005

- Implementation of SAP and pilots a RFID project at its central warehouse in Tarapur
- Launch of a shopping program: the Big Bazaar Exchange Offer, inviting customers to exchange household junk at Big Bazaar
- Electronic Bazaar and Furniture Bazaar are launched
- Big Bazaar and ICICI Bank launched ICICI Bank-Big Bazaar Gold credit card program to reward its loyal customers.

2006

- Mohan Jadhav set a national record at Big Bazaar Sangli with aRs 137,367 shopping bill. The Sangli farmer becomes Big Bazaar's largest ever customer.
- Launches Shakti, India's first credit card program tailored for housewives
- Navaras – the jewellery store launched within Big Bazaar stores.

2007

- The 50th Big Bazaar store is launched in Kanpur
- Partners with Futurebazaar.com to launch India's most popular shopping portal
- Initiates the "Power of One" campaign to help raise funds for the Save The Children India Fund.
- Pantaloon Retail wins the International Retailer of the Year at US-based National Retail Federation convention in New York and Emerging Retailer of the Year award at the World Retail Congress held in Barcelona.

2008

- New section, Fashion @ Big Bazaar, starts

- Voted among the top ten service brands in the country in the latest Pitch-IMRB international survey
- Initiates the Mega Saving "Monthly Bachat Bazaar" campaign, to provide deals on groceries and food items during the first week of every month.

2009

- Opens its second store in Assam at Tinsukia
- Initiates MahaAnnasantarpane program at its stores in South India – an initiative to offer meals to visitors and support local social organizations
- Mahendra Singh Dhoni and Asin, youth icons of India, were chosen as the brand ambassadors of Big Bazaar
- Announced the launch of 'The Great Exchange Offer'
- Formed a joint venture with Hidesign to launch Holii, a new brand of handbags, laptop bags and other accessories.

2010

- Future Value Retail Limited is formed as a subsidiary to spearhead the group's value retail business through Big Bazaar, Food Bazaar and other formats.
- Wins CNBC Awaaz Consumer Awards for the third consecutive year. Adjudged the Most Preferred Multi Brand Food & Beverage Chain, Most Preferred Multi Brand Retail Outlet and Most Preferred Multi Brand One Stop Shop
- Opens its third store in Kanpur at Z Square Mall
- VidyaBalan was chosen as the brand ambassador of Big Bazaar's Price Challenge exercise
- Ranked six among the Top 50 Service Brands in India.

2011

- Enters the rural wholesale and distribution business through 'Aadhaar Wholesale' store at Kalol, Gujarat.
- Big Bazaar has come up a new logo with a new tag line: 'Naye India Ka Bazaar'.
- 200th store opened in India

2012

- On 1st May 2012, the company introduced a new retail initiative – Public Holiday Sale
- Foodhall the premium lifestyle food destination launched its second store in Bengaluru on 4th May 2012
- Big Bazaar redefined the concept of customer service with the launch of the Rajajinagar Family Centre in Bengaluru with its unique Seva initiative on 24th February 2012
- Future Sharp Skills Ltd. launched its first skill centre in Kōlkata with a vision to train and provide sustainable livelihood to five lakh youth of West Bengal by 2022
- Pantaloons became the first retailer to introduce a reality hunt as it set out on a countrywide search for their next Fresh Face
- Pantaloons launched its first store in Ludhiana, Visakhapatnam, Bilaspur
- Future Group started Aadhaar Franchise
- Future Supply Chains Express Logistics business became the fastest profitable Express Business in India
- Keeping pace with the ongoing trends Fashion@ Big Bazaar decided to reposition itself as fbb
- Pantaloons joined hands with PAYBACK . Being India's largest and one of the strongest loyalty programs in Europe, PAYBACK offers were made available to all Pantaloons customers
- Big Bazaar launched its home delivery services in Mumbai.

2013

- Foodhall, the premium lifestyle food destination launched in Pune.
- Our fashion brand Central opens its new store in Center Square Mall, Kochi.
- First batch of Future India Fellowship program started with 5 selected fellows across the country. The fellowship aims to create thought leaders of tomorrow.
- Future Group successfully introduced 'Big Bazaar Direct' an assisted shopping concept where franchises will sell Big Bazaar products through a catalogue on a 'tablet'.

- Future Group introduced brand new fashion format 'I am In' for trendy youth of the country.
- Big Bazaar introduced an exciting occasion for shopping 'April Utsav'.
- Future Group officially launched India's largest State of the Art Logistical Distribution Hub at Nagpur.
- Big Bazaar introduced a unique customer membership program 'Big Bazaar Profit Club.'
- Foodhall, the premium lifestyle food destination launched in New Delhi.
- Future Sharp, the Future Group arm that trains and develops the skills of youth opened its new skill centre in Nashik.

2014

- Future Group partnered with the Fortune 500 company and one of the largest online shopping destination, Amazon
- Future Consumer Enterprises Limited acquired one of the India's oldest supermarket chains in India with origins dating back to 1905 ,Nilgiris.
- Future Supply Chain acquired New Delhi based processed-foods supply chain company, Brattle Foods
- Future Group partnered with world's leading customer science company, dunnhumby for data analytics services
- Future Group announced its strategic tie-up with SAP company hybris, that delivers OmniCommerce™: state-of-the-art master data management for commerce and unified commerce processes to its clients.
- India's First Mega Food Park was inaugurated by India's Honourable PM ShriNarendraModi at Tumkur Karnataka
- Central completed its 10 glorious years of serving customers
- HomeTown underwent a complete makeover with a new tagline, 'The Art of Better Living', logo and in-store branding.
- Future Group's premium food destination Foodhall launched in Saket, New Delhi.
- Big Bazaar and Ezone were voted as one of the Top 50 Most Trusted Brands in the country in the Brand Equity Survey 2013 conducted by Nielson. The survey also revealed that Big Bazaar is the 4th Most Trusted Service Brand of the country
- fbb ties up with India's largest Beauty Pageant Femina Miss India 2014

- A New Generation Big Bazaar, Big Bazaar Family Centre was launched at Alcove in Kolkata on January 6, 2014

2015

- Big Bazaar announced an exclusive tie-up with a leading mobile wallet company, MobiKwik
- The UK based Plymouth City College awarded Future Sharp with a title of 'The Best International Business Partner'
- Giovani, Indus League's suits & jackets brand signs Fawad Khan as its brand ambassador
- T24, Future Group's unique telecom service and loyalty program and of India's first unpaid GSM mobile service completed 5 eventful years
- Future Group's niche plus-size clothing brand, aLL celebrated 10 years journey of serving customers
- The most affordable fashion destination, fbb signed youth style icons Katrina Kaif and Varun Dhawan as its brand ambassadors
- Bharti Retail joins hands with Future Retail
- Future Supply Chains Solutions Ltd launched its cold storage warehouse facility at Mehsana, Gujarat
- Future Group forays into M-Commerce with the T24 Mobile App
- Big Bazaar redefines weekends with the launch of a never-seen-before campaign, 'Crazy Weekend'.
- Future Group launched the new age convenience store format, KB's Conveniently Yours.

2016

- Mr.Kishore Biyani step down as the managing director of future retail limited
- Vijay Biyani has been redesignated as the Managing Director of the company

WORK STRESS OF SALES STAFF IN RETAIL INDUSTRY - AN ANALYSIS

... of this study based on literature survey, questionnaire survey and ...
is as follows:

Demographic profile of respondents

Demographic data includes age, gender, marital status, education, ...
of control status. These variables are used to identify the ...
of work employees. So it is necessary to know the demographic ...
of the study level of employees.

Profile of respondents regarding

Table 1.1: Profile of respondents

Gender	Present (%)
Male	75
Female	25

Chapter - 4

Work Stress Of Sales staff in retail industry - An Analysis

Chapter-4

WORK STRESS OF SALES STAFF IN RETAIL INDUSTRY- AN ANALYSIS

The results of this study based on the empirical evidences obtained in the analyses, are presented here.

4.1 Demographic profile of respondents

The demographic characteristics analysed include gender, age, educational qualification, and marital status. These characteristics have an association to the work related stress among employees. So it is very important to examine how these characteristics affects work stress level of employees

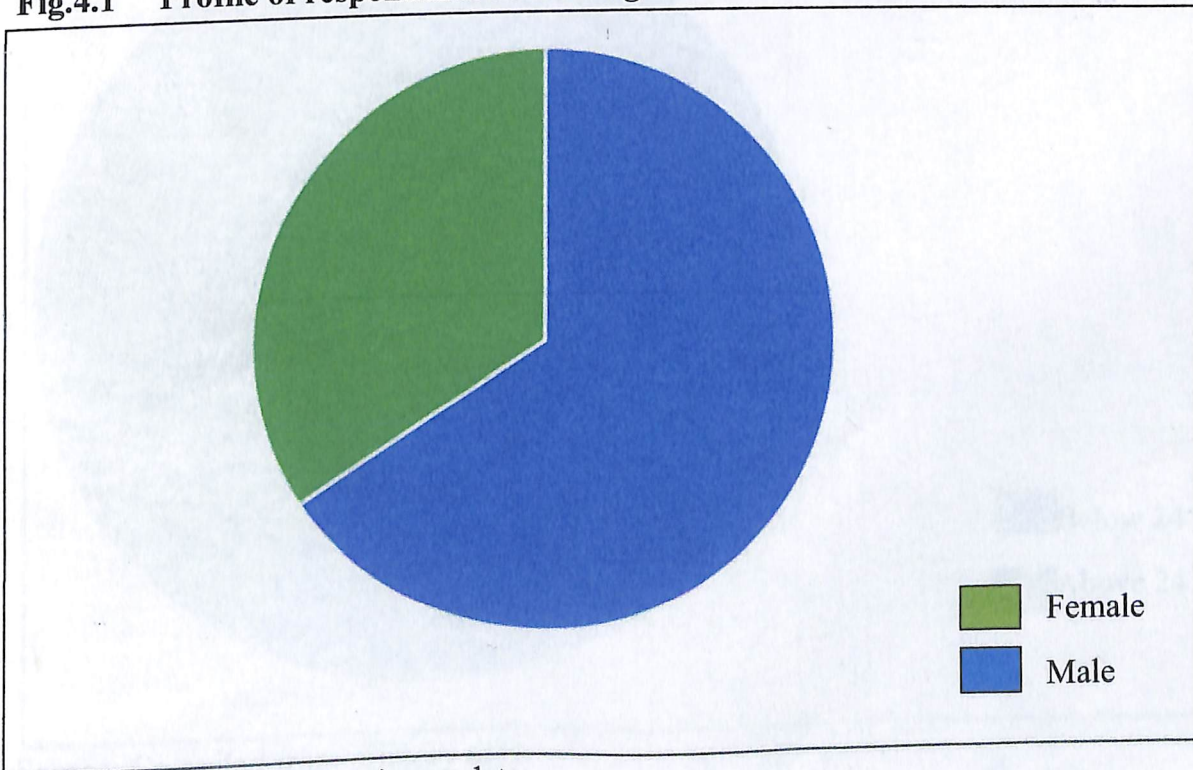
4.1.1 Profile of respondents based on gender

Table 4.1. Profile of respondents based on gender

Gender	Frequency	Percent (%)
Male	54	66
Female	28	34
Total	82	100

Source: Compiled from primary data

Fig.4.1 Profile of respondents based on gender



Source: Compiled from primary data

As shown from the above figure 4.1 majority of the respondents are male. From the table 4.1 it found that 66% of total respondents are male and rest are female.

4.1.2 Profile of respondents based on age

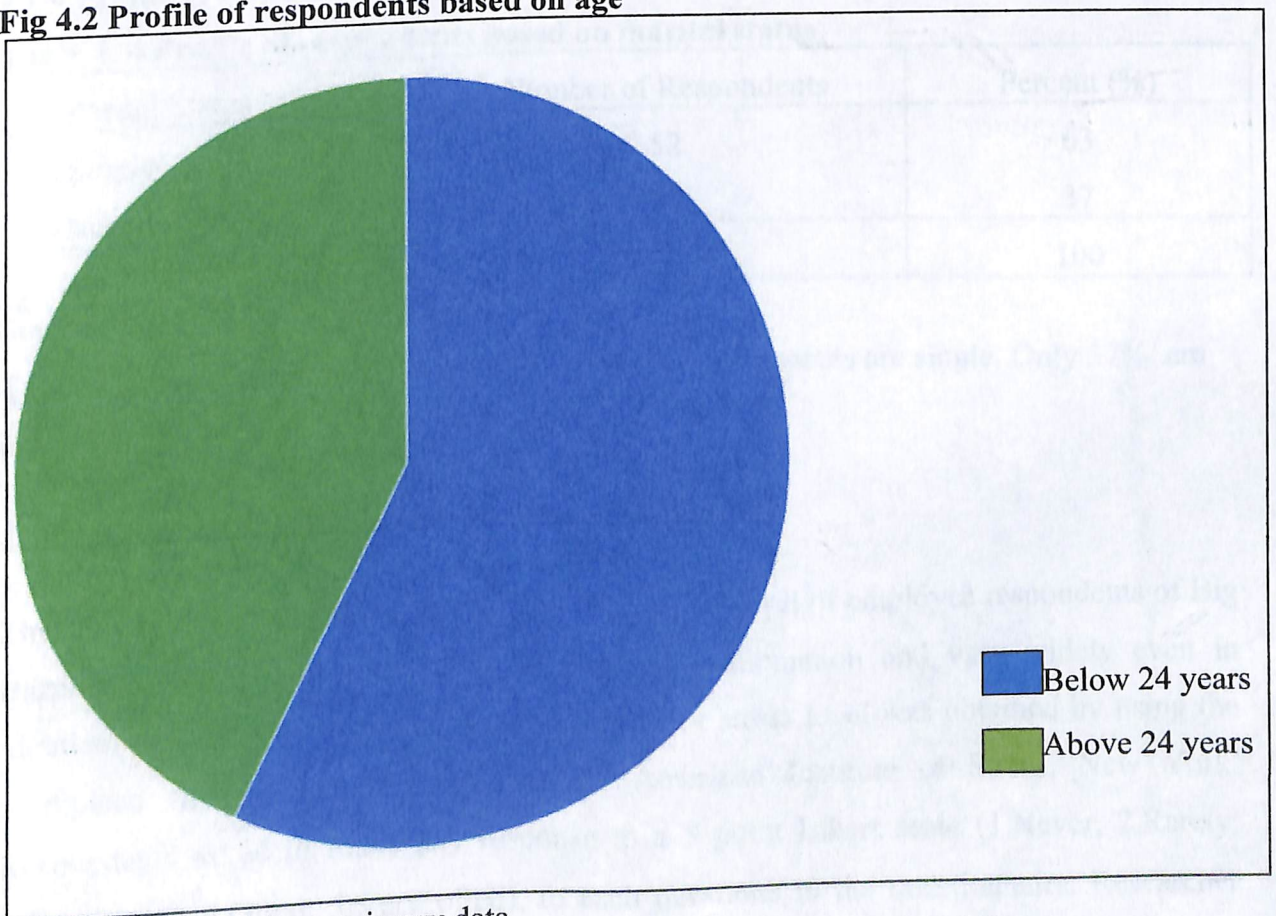
While conducted the survey researcher found outliers in data and in order to make the results more accurate, divided the data based on the median, 24 years. In a numerical data set, the median is the point at which there are an equal number of data points whose values lie above and below the median value. Thus, the median is truly the middle of the data set.

Table 4.2 Profile of respondents based on age

Age group	Frequency	Percent (%)
Below 24 years	47	57
Above 24 years	35	43
Total	82	100

Source: Compiled from primary data

Fig 4.2 Profile of respondents based on age



Source: Compiled from primary data

As shown in the above figure 4.2 respondents are almost equal from both age groups. From the table 4.2 it is clear that there are 57% of total respondents belong to age group below 24 years and 43% of respondents are above 24 years age group.

4.1.3 Profile of respondents based on educational level, and marital status

Table 4.3 Profile of respondents based on education level

Educational Qualification	Number of Respondents	Percent (%)
SSLC	5	6
Plus Two	48	59
Graduation	24	29
Post Graduation	5	6
Total	82	100

Source: Compiled from primary data

The Table 4.3 shows the classification of respondents according to their educational level. From this table, it is evident that most of the employees (59%) have completed Plus Two.

4.1.4 Profile of respondents based on marital status

Table 4. 4 Profile of respondents based on marital status

Marital Status	Number of Respondents	Percent (%)
Single	52	63
Married	30	37
Total	82	100

Source: Compiled from primary data

Table 4. 4 above shows a good majority (63%) of respondents are single. Only 37% are married.

4.2 Work stress level of employees in retail industry

The findings presented in Figure 4.3 reveal the stress level of employee respondents of Big Bazar Calicut. Stress is a highly personalised phenomenon and vary widely even in identical situations for different reasons. The work stress level was obtained by using the workplace stress scale proposed by The American Institute of Stress, New York. Respondents asked to make any response to a 5 point Likert scale (1.Never, 2.Rarely, 3.Sometimes, 4.Often, 5.Very often), to each questions in the questionnaire. Researcher gave a score to those responses as instructed in the tool in order to get the work stress level from 8 to 40. Again this information classified as

Score level of less than 15: No stress

Score level of 16 to 20 : Low stress

Score level of 21 to 25 : Moderate stress

Score level of 26 to 30 : Severe stress

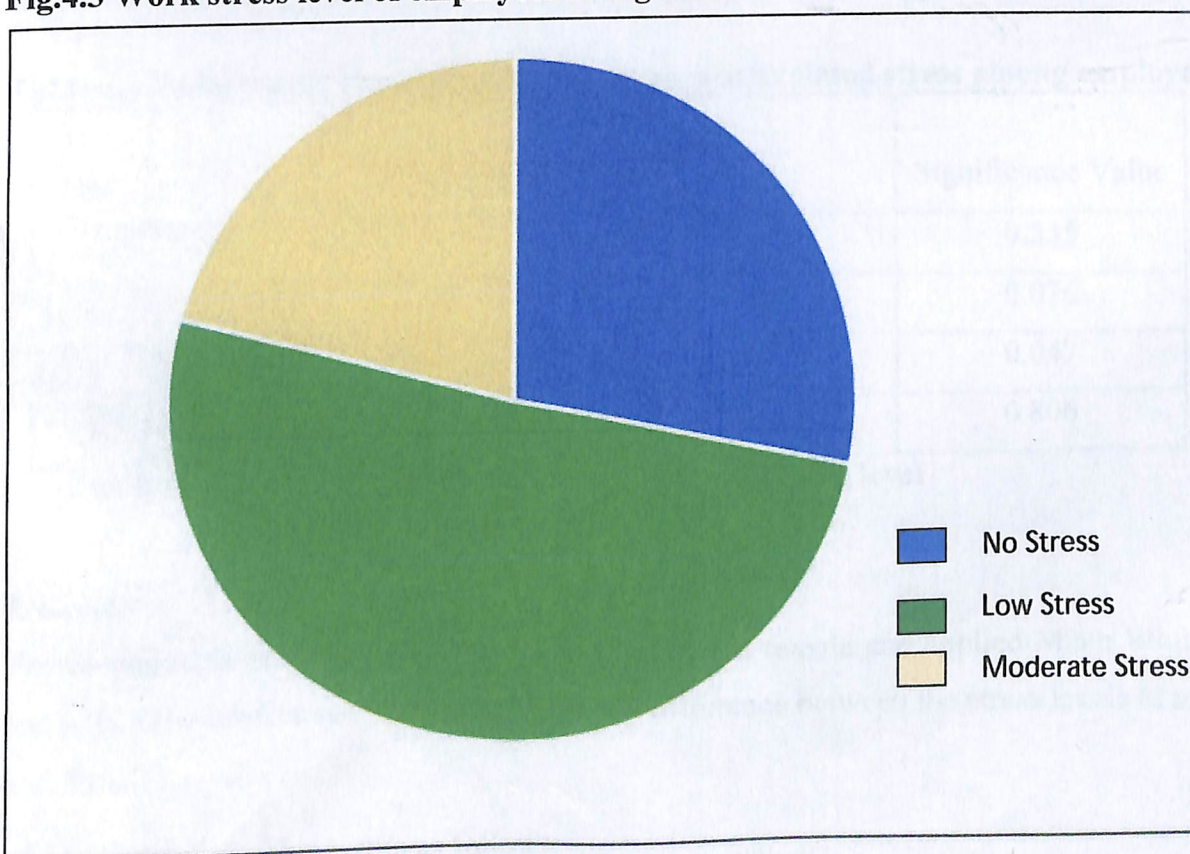
Score level of 31 to 40 : Dangerous level

Table 4.5 Work stress level of employees in Big Bazar

No	Work stress level	Number of Respondents	Percent (%)
1	No stress	23	28
2	Low stress	42	51
3	Moderate stress	17	21
4	Severe stress	0	0
5	Dangerous level	0	0
	Total	82	100

Source: Compiled from primary data

Fig.4.3 Work stress level of employees in Big Bazar



Source: Compiled from primary data

From figure 4.3, quarter of the samples (28%) responded as relatively calm. Stress isn't much of an issue for them, while half of the sample size (51.2%) experiencing low level of stress. They are able to cope with the work related stress, they are satisfied with their work environment though there are few bites of difficulties. Few respondents (20.7%) are undergoing moderate level of stress. Some aspects about their job are likely to be pretty stressful, but probably not much more than most people experience and are able to cope with. Concentrate on seeing what can be done to reduce items with the worst scores.

Overall mean of Work place stress scale is 17.51 ie, there exist low level of work stress within the organisation. Work stress level varies according to the gender, male staff are exposed to more stress with a mean value of 17.74 than female staff (16.42)

4.3 Factors leading to work stress at Big Bazar Calicut

4.3.1 Influence of demographic factors on work related stress among employees

In this part of analysis and interpretation have covered four aspects gender, age, education, marital status. Here, researcher have tried to check whether there is any difference in the stress levels of respondents depending on these aspects.

Table 4.6. Influence of demographic factors on work related stress among employees

NO	Demographic Factor	Significance Value
1	Gender	0.535
2	Age	0.076
3	Education	0.047
4	Marital status	0.806

Analysis technique: Mann Whitney Test at 95% confidence level

1. Gender

The respondents are classified gender wise: male and female and applied Mann Whitney test to it, have tried to see whether there is any difference between the stress levels of male and females.

The hypothesis for this test is as follows:

H0: Work related stress level of the sales employees in retail industry does not change according to gender.

H1: Work related stress level of the sales employees in retail industry changes according to gender.

As shown in the above table 4.6, Sig. is 0.535 which is higher than 0.05. Therefore we accept null hypothesis and we can conclude that work related stress level of the sales staff in retail industry does not change according to gender.

2.Age

The respondents are classified into two parts i.e. above 24 years age and below 24 years and then applying Mann Whitney test to it, we have tried to see whether there is any difference between age groups.

The hypothesis for this test is as follows:

H0: Work related stress level of the sales employees in retail industry does not change with age groups

H1: Work related stress level of the sales employees in retail industry changes with age group.

From the Table 4.6, the significant value is 0.076 which is greater than 0.05 and we accepting the null hypothesis. Work related stress level of the sales employees in retail industry does not change with different age groups

3.Educational Status

The respondents are classified into two groups according to their educational level i.e. up to plus two level and Degree and PG , then applying Mann Whitney test to it, tried to see whether there is any difference in work related stress due to change in educational status.

The hypothesis for this test is as follows:

H0: Work related stress level of the sales employees in retail industry does not change with educational status

H1: Work related stress level of the sales employees in retail industry changes with educational status

From Table 4.6, significant level is 0.047 is less than 0.05 so we can reject the null hypothesis. So Work related stress level of the sales employees in retail industry changes with educational status. Since the mean value of work related stress of group degree and

PG is higher(47.95) than educational level up to Plus Two(37.97), we can interpret work related stress is higher with the sales employees who are graduates and post graduates.

4.Marital Status

The respondents are classified into two groups i.e, single and married then applying Mann Whitney test to it, tried to see whether there is any difference in work related stress with marital status

The hypothesis for this test is as follows:

H0: Work related stress level of the sales employees in retail industry does not change with marital status

H1: Work related stress level of the sales employees in retail industry changes with marital status

From the Table 4.6, the significant value is 0.806 which is greater than 0.05 and we accepting the null hypothesis. Work related stress level of the sales employees in retail industry does not change with marital status

4.3.2 Analysis of importance of various factors leading to work stress of sales staff at Big Bazar .Calicut.

Studied factors were work place environment (physical environment and health and safety practices), rewards and employee development(non monetary rewards and employee welfare activities), work load (inadequate relaxation time , inadequate staff , huge target) ,pay and benefits ,work life balance(excess work hours, uncomfortable shift time, work home interference , prone to work overload) work place relationship (relationship with supervisor and co worker, perception of partiality by supervisor) Job security and freedom and autonomy in work. The scores for each factor were calculated and composite index were prepared for each factor, as given below.

Table 4.7. Analysis of importance of various factors leading to work stress of sales staff at Big Bazar Kozhikode

NO	Variables	Index Number
1	Poor work place environment -Physical environment (82.11) -health and safety practices (59.34)	70.72

2	Lack of rewards and employee development - non monetary rewards (70.32) -employee welfare activities(55.69)	63.00
3	Work overload -Inadequate relaxation time (64.63) -Inadequate staff (59.34) -Huge target(62.60)	62.19
4	Poor pay and benefit -poor pay scale(58.13) -Poor monetary benefits (58.53)	58.33
5	Work life imbalance - excess work hours (50.4.) -uncomfortable shift time (54.87) - work home interference(46.34) - prone to work overtime(53.25)	51.2
6	Poor work place relationship -poor work place relationship with supervisor (44.30) -Poor work place relationship with co worker(39.83) -Perception on partiality by supervisor (60.56)	48.78
7	Job security	43.78
8	Lack of freedom and autonomy in work	41.86

Source : Compiled from primary data

It could be observed from the table 4.7 that poor work place environment ,lack of rewards and employee development, work overload, poor pay and benefits and worklife imbalance were the most important factors that lead to work stress of sale staff at Big Bazar , Calicut. While poor work place relationship, job insecurity and lack of freedom and autonomy in work were lesser important factors. Poor physical environment at the work place and lack of non- monetary rewards might be caused higher stress level among the employees. At the same time, work overload and worst work relationships are highly correlated to the level of work related stress of the employees. Respondents reacted as there is a huge target and inadequate staff in the departments which gave the burden of work, while insufficient

relaxation time also contributing to the same. The poor work place relationships with the co workers and supervisors could worsen the situation.

As more and more respondents opined about poor work place environment as the major factor that leads to work stress, the organisation should taken care about the physical facilities in work place and should improve their health and safety practices. Workplace environment becomes an integral part of work itself.. Poor pay and benefits are also significant to the case of work related stress, as monetary benefits motivates man to improve their performance.

4.3.3 Correlation between independent variables and dependent variable

Table 4.8. Correlation between work related stress and its independent variables

NO	Variable	Pearson coefficient	Significance
1	Poor Physical environment	0.262	0.018
2	Lack of rewards and employee development	0.300	0.006
3	Work Overload	0.378	0.000
4	Poor Pay and Benefits	0.223	0.044
5	Work Life Imbalance	-0.014	0.904
6	Worst Work Place Relationship	0.504	0.000
7	Job Insecurity	0.150	0.179
8	Lack of freedom and autonomy in work	0.078	0.488

Source: Compiled from primary data

From the table 4.8 it is found that poor physical environment, lack of rewards and employee development, work overload , poor pay and benefits, and worst work place relationship have significant correlations with the dependent variable, that is work related stress. Taking necessary actions on these variables can reduce the stress level of sales staff in the organisation.

4.3.4 Factor analysis

In order to identify and evaluate the factors behind work related stress based on primary data, factor analysis was done. Factor analysis is a process in which the values of observed data are expressed as functions of a number of possible causes in order to find which are the most important.

Table 4.9 Factor analysis on work related stress

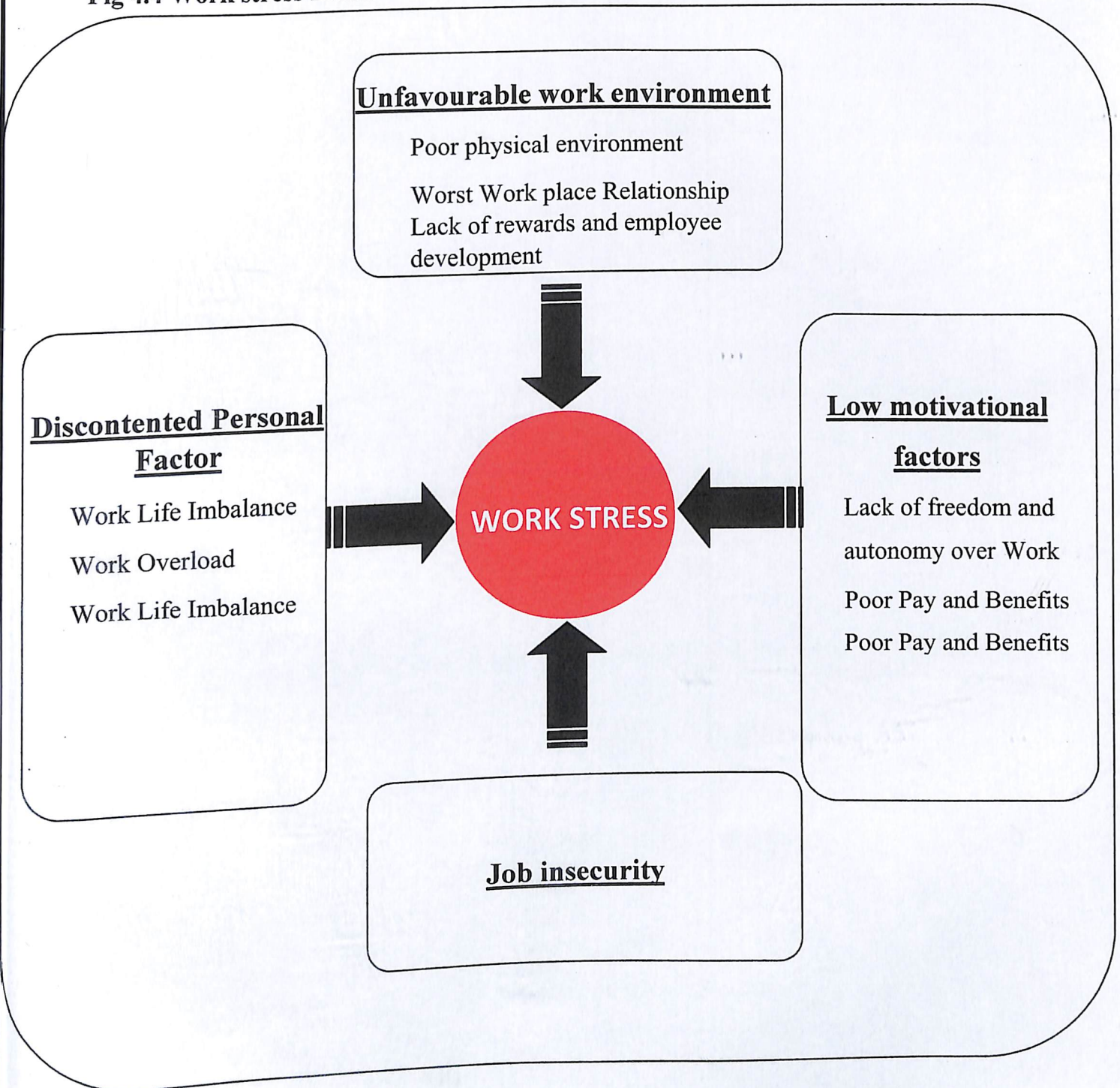
NO	Item	Factor Loading	Factor Name
1	<ul style="list-style-type: none"> • Poor physical environment • Worst Work place Relationship • Lack of rewards and employee development 	.838 .683 .592 ...	Unfavourable work environment
2	<ul style="list-style-type: none"> • Work Life Imbalance • Work Overload 	.857 .634	Discontented personal factor
3	<ul style="list-style-type: none"> • Lack of freedom and autonomy over Work • Poor Pay and Benefits 	.785 .715	Low motivational factors
4	<ul style="list-style-type: none"> • Job Insecurity 	.031	Job insecurity

Source: Compiled from primary data

As shown in the table 4.9, four factors were extracted viz. Unfavourable work environment, discontented personal factors, low work motivation, and job insecurity. So constructed work stress model is presented in the figure 4.4 below.

Work stress model proposed in figure 4.4 depicts the four broad factors that cause work stress of employees in retail industry. Unfavourable working condition is about poor physical environment (physical environment, health and safety practices), worst work place relationship (Relationship with the supervisor and co workers, partiality) and lack of rewards and employee development (monetary rewards, training, employee welfare activities).

Fig 4.4 Work stress model



Discontented personal factor includes work life Imbalance and work overload. Lack of freedom and autonomy over work and poor pay and benefits comes under low motivational factors. Job insecurity is an another factor. By adjusting these factors organisation can avoid work stress of their employees. Even one factor alone can create stress in work place.

Chapter – 5
Summary of Findings and
Suggestions

Chapter-5

SUMMARY OF FINDINGS AND SUGGESTIONS

5.1. Summary of findings

The objectives of the study were,

1. To study the stress level among sales staff in retail industry with reference to Big Bazar Kozhikode
2. To identify the stress factors of employees in retail industry
3. To suggest suitable stress management strategies for the employees of retail industry.

The study was conducted at Big Bazar Calicut. The study covered 82 sales employees of the specified organisation. Pre tested interview schedule was used for collecting quantitative data and supplemented with key informant interview and case narrations for the qualitative data. Data were coded, analysed and interpreted by using descriptive statistics with the help of SPSS-version 20 computer program.

Key observations made were,

- The demographic profile of the employees
- Stress level of employees
- Factors leading to work stress in organization

Major findings include,

5.1.1. Demographic Profile of Respondents

The demographic profile of the respondents with respect to gender, age, marital status, educational qualification were analysed. It could be observed,

- Among the sample size of 82, 66% was male respondents and rest were female.
- Majority of respondents belonged to the age group of less than 24 years (57%) and 43% belonged to the age group of above 24 years
- More than half of the sample size (59%) has an education qualification of plus two. 29% were graduates.
- Marital status of majority of respondents was single (63%). Only 37% were married.

5.1.2. Level of work related stress of sales staff in retail industry, at Big Bazar. Calicut

Works stress level was figured out using Work Stress Scale by American Institute of Stress, the results were,

- The level of work related stress experienced by employees was low
- 28% of respondents have no stress at all, 51% respondents opined a low level of stress but they are able to cope up with that, while 21% experiencing moderate level of stress.
- Mean value of stress score of the organisation was 17.51 out of 40.

5.1.3. Relationship of demographic factors on work stress.

- On the basis of gender, average value of stress score of male respondents was 17.74 and that of female staff was 16.42. There was no significant difference in work stress level between male and female respondents.
- The educational status had a positive correlation with work stress. It was found that work stress increased with the increase in education level of the employees in retail industry (mean rank of employee with education upto plus two was 37.97 and those with above plus two was 47.95)
- Stress level has no significant relation with marital status of the employees.

5.1.4. Factors leading to work related stress in sales staff of retail industry

- Variables observed were, poor work place environment ,lack of rewards and employee development , work overload, poor pay and benefits, work life imbalance, worst work place relationship, job insecurity and lack of freedom and autonomy at work.
- There is a significant correlation between dependent variable (work stress) and poor place environment, lack of rewards and employee development, work overload , poor pay and benefits, and worst work place relationship
- Majority of employees opined that poor work place environment (index value 70.72) was the major reason for highest work stress. Work place environment consist of physical environment including noise, light, crowd, temperature etc as well as health and safety practices.
- Lack of rewards and the other non monetary benefits including the employee welfare activities (index value 63.00) could increase work stress of sales staff in retail industry.
- Work overload (index value 62.19) was found to be a factor that lead to increased work stress. .Work overload consisted of inadequate relaxation time, inadequate staff and huge targets.
- Poor pay and benefits (index value 58.33) was also found to be a major factor leading to work stress of employees in retail industry.

- Worst place work relationship included relationship with supervisors, co workers and partiality during evaluation. It was significantly correlated with work stress. Good relationships at the work place could reduce work stress.
- Insignificant variables were work life imbalance(index value.51.21), job insecurity(index value 43.78), and lack of freedom and autonomy at work (index value.41.86)

5.2. Suggestions

Focusing on the work stress level of employees and the factors leading to work stress the researcher would like to give the following suggestions for needful action.

The work stress level among the sales staff of Big Bazar is low but managers should monitor the factors that lead to work stress and have to focus on finding out the changes in stress levels of their employees since it can worsen the performance level. Managers need to attend whether a stress problem arises, how severe and lasting it is, whether intervention is within the manager's capability, and if the employee should be referred to an expert. Monitoring suspected problems can help managers determine their severity and the type of interventions required.

As majority of employees figured out poor work place environment as the potential stressor, management should try to improve the physical environment of the work place and consider the importance of health and safety practices; The management can dictate how, exactly, to maximize employee productivity through modifying the infrastructure of the work place.

The effect of work appreciation and communication as non monetary rewards of work is very high on job stress .The frequency and timeliness of performance related feedback from superiors is one of the best non monetary reward that reduce work stress. . It takes a relationship built on trust to have meaningful conversations about performance. This will not only give a better idea about job whether they are on the right track or not but, it will also motivate the employee and reduce stress. .

Stressors like work overload and poor pay and benefits couldn't be vanished by a single effort from human resource manager or responsible supervisors. Necessary steps

should be taken to reduce such conditions and adopt an organisational structure and design that will reduce work overload, favourable workshift schedule and better pay and benefit system.

An unhealthy work place relationship leads to increased stress level. Better interpersonal relationship (superior and co-workers), should be promoted in the organisation which will help to reduce the stress level in employees.

Although work life imbalance is not at all an issue in the organisation, staff member-focussed approaches such as counselling, relaxation training, time management skills and stress management training can assist staff to develop greater resilience to work-related stress or help them better deal with personal stressors and can balance the work and personal life.

By continuing the best practices such as job security ,employee freedom and autonomy at work will make employee satisfied by reducing the stress level..

5.3. Conclusion

"Your work is going to fill a large part of your life, and the only way to be truly satisfied is to do what you believe is great work. And the only way to do great work is to love what you do. If you haven't found it yet, keep looking. Don't settle. As with all matters of the heart, you'll know when you find it." ~Steve Jobs

Stress affects people differently. Some people seem to thrive on extremely stressful lifestyles, while others struggle to cope with everyday life. Everyone likes to have an optimum level of stress. Too little excitement and too few challenges may lead to an extremely dull life, yet too much stress can lead to health problems. Nevertheless, a certain amount of stress can actually prove to be good for individuals. It is important to tackle the causes of stress in the workplace as stress at work can lead to problems for the individual, working relationships and the overall working environment. These issues may include lowered self-esteem and poor concentration skills for the employee. The employer may suffer from increasing customer complaints, staff turnover and days lost due to sickness. Various factors either personal or organizational, can create work stress in employees.

The goals of my study were to examine the level of work stress in the organisation, to identify the factors leading to stress and to suggest measures for stress management. **Big Bazar** found to offer a pleasing environment to work, as the employees opined a low level of stress and are satisfied with the facilities available. The results of the study present a work stress model which depicts enormous connection and dependence of work stressors and of stress level of employees. As per this model unfavourable work environment , low work motivational factors, discontented personal factors like work life imbalance and job insecurity and found to be the four major work stressors among the employees in retail industry.

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Appendix

APPENDIX

1. QUESTIONNAIRE

Name : _____

Gender : male female

Age : 20-30 30-40 40-50

Marital status : Single Married

Education : SSLC +2 ... Degree Post

Graduate

Work Shift : Morning After noon

Part 1. Work Stress

No	Questions	Never	Rarely	Sometimes	Often	Very Often
1	Conditions at work are unpleasant or sometimes even unsafe					
2	I feel that my job is negatively affecting my physical or emotional well being.					
3	I have too much work to do and/or too many unreasonable deadlines					
4	I find it difficult to express my opinions or feelings about my job conditions to my superiors.					
5	I feel that job pressures interfere with my family or personal life.					
6	I have adequate control or input over my work duties.					

7	I receive appropriate recognition or rewards for good performance.					
8	I am able to utilize my skills and talents to the fullest extent at work.					

2. Work stress factors

SI NO	Questions	Disagree	Neutral	Agree
1	I am tired of excessive work hours			
2	I think present shift timings are not comfortable to me			
3	I am not getting sufficient time to relax during work			
4	Company provided adequate staff in my department to meet customer needs			
5	I could meet the expectations of employers in achieving targets			
6	I am getting out from work as soon as my shift time is over			
7	I receive adequate monetary compensation (for eg, competitive pay, merit raises or bonuses) for my contributions at work.			
8	I receive non-monetary rewards (for eg , awards, praise from supervisors or thank-you cards) for my achievements and			

	contributions at work.			
9	I am satisfied with various employee welfare activities			
10	I am satisfied with the physical facilities of work place			
11	I am satisfied with the health and safety practices of my employer.			
12	My boss is always reachable to me			
13	I have a positive relationship with my co workers			
14	There is no partiality in between my team members during evaluation			
15	I am getting adequate feedbacks on my duties and efforts			
16	I have a positive relationship with my supervisor			
17	I am satisfied with the amount of control and involvement I have at work.			
18	I am proud to be an employee of this organization and I trust in my employer			
19	I am receiving adequate training and other related information from management.			
20	Job demands interfere with family/home responsibilities			

THANK YOU

ii.

The Workplace Stress Scale™

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NY

Directions: Thinking about your current job, how often does each of the following statements describe how you feel?

	Never	Rarely	Sometimes	Often	VeryOften
A. Conditions at work are unpleasant or sometimes even unsafe.	1	2	3	4	5
B. I feel that my job is negatively affecting my physical or emotional well being.	1	2	3	4	5
C. I have too much work to do and/or too many unreasonable deadlines.	1	2	3	4	5
D. I find it difficult to express my opinions or feelings about my job conditions to my superiors.	1	2	3	4	5
E. I feel that job pressures interfere with my family or personal life.	1	2	3	4	5
F. I have adequate control or input over my work duties.	5	4	3	2	1
G. I receive appropriate recognition or rewards for good performance.	5	4	3	2	1
H. I am able to utilize my skills and talents to the fullest extent at work.	5	4	3	2	1

To get your score, add the numbers you answered to all of the eight questions and see how you compare.

Interpreting Workplace Stress Scale™ scores

Total score of 15 or lower :Chilled outand relatively calm. Stress isn't much of an issue.

Total score 16 to 20 : Fairly low. Coping should be a breeze, but you probably have a tough day now and then. Still, count your blessings.

Total score 21-25): Moderate stress. Some things about your job are likely to be pretty stressful, but probably not much more than most people experience and are able to cope with. Concentrate on seeing what can be done to reduce items with the worst scores.

Total score 26-30 :Severe. You may still be able to cope, but life at work can sometimes be miserable. Several of your scores are probably extreme. You could be in the wrong job, or even in the right job but at the wrong time, and might benefit from counseling.

Total score 31- 40 : Stress level is potentially dangerous – the more so the higher your score. You should seek professional assistance, especially if you feel your health is affected, or you might need to consider a job change.

iii. Factor Analysis

Rotated Component Matrix^a

	Component			
	1	2	3	4
Work life imbalance	-.208	.857	.087	.032
Lack of resource and communication	.523	.592	-.155	-.233
Poor pay and benefit	.309	-.197	.715	.045
Poor work relationship	.683	.193	.071	.377
Over workload	.494	.634	-.146	.172
Poor work aspect	.838	-.127	.028	-.129
Lack of control over work	-.210	.121	.785	.012
Job insecurity	.009	.002	.031	.937

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 12 iterations.

