

# A Study On Factors Influencing Employee Engagement In Organised Retailing With Special Reference To Tirupur District

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## ABSTRACT

*The study aims to investigate the key factors influencing employee engagement in organised retail outlets in Tiruppur district. It seeks to identify the relationship between workplace environment, leadership style, training and development, and employee engagement levels. A descriptive research design was adopted for this study. Data was collected through a structured questionnaire administered to a sample of 150 employees working in organised retail stores across Tiruppur district. Convenience sampling technique was used. The collected data was analyzed using descriptive statistics to examine the impact of various factors on employee engagement. Findings reveal that leadership style, workplace environment, and training & development significantly influence employee engagement in organised retail. Positive leadership and supportive workplace culture were strongly correlated with higher engagement levels. The study concludes that to enhance employee engagement in organised retail sectors, management must focus on cultivating effective leadership, fostering a positive work environment, and investing in continuous training and development programs.*

**Keywords:** Employee Engagement, Organised Retailing, Leadership Style, Training and Development, Workplace Environment, Tiruppur District.

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## INTRODUCTION

Employee Engagement is the extent to which an employee will commit, involve or contribute towards his/her job. An engaged employee understands the vision of the company and works hard to sustain it. This is always beneficial to the company as the employee is willing to work extra to help improve the performance of the company and thus increasing their profits. An engaged employee always looks for methods to help improve the performance of their job for the benefit of the company. Engaged Employees exhibit voluntary behaviour and efforts in favour of the company, they are worried for the future and thus take discretionary measures to help the company. Hence, we can say that Employee Engagement reveals the affiliation or bond of an employee towards their workplace/company.

Employee engagement is closely linked to various organizational outcomes, including reduced turnover, increased job performance, and enhanced customer satisfaction. In the retail industry, where frontline employees directly interact with customers, their level of engagement can significantly impact the shopping experience and brand loyalty. Given the nature of retail work, which often involves long hours, repetitive tasks, and high pressure, maintaining high levels of engagement can be challenging. Therefore, retailers must understand the underlying factors that motivate employees to stay committed and perform at their best.

Training and development play a vital role in fostering employee engagement by equipping staff with the necessary skills and knowledge to excel in their roles. Effective training programs not only enhance job competency but also contribute to employees' sense of growth and value within the organization. Leadership styles also influence engagement by shaping the work environment and affecting employee morale. Supportive and transformational leaders tend to inspire greater commitment compared to authoritarian styles. Additionally, fair compensation, recognition, and a healthy work-life balance are crucial in sustaining long-term engagement by meeting employees' financial and personal needs.

Tiruppur district, known primarily for its textile and garment industries, has seen a growing organized retail sector that contributes significantly to its economy. Despite this growth, empirical research focusing

on employee engagement within retail organizations remains limited. This study addresses this gap by investigating how various organizational and personal factors impact employee engagement locally. The findings will assist retail managers and policymakers in designing targeted interventions to boost engagement, reduce attrition, and improve overall organizational effectiveness.

### STATEMENT OF THE PROBLEM

In the highly competitive organized retail sector, employee engagement has become a critical determinant of business success. Despite the sector's rapid growth, many retail organizations face challenges related to low employee motivation, high turnover rates, and inconsistent performance. Employees in retail often deal with stressful work conditions, irregular hours, and limited growth opportunities, which negatively impact their engagement levels. There is a lack of comprehensive understanding regarding the specific factors influencing employee engagement within the local retail environment. This gap hinders the ability of retail managers to implement effective strategies that foster commitment and enhance productivity. Therefore, it is essential to identify and analyze the key determinants of employee engagement to improve workforce stability and organizational performance in organized retail sector.

### SCOPE OF THE STUDY

The study focuses on exploring the factors that influence employee engagement among employees working in the organized retail sector. It examines various dimensions such as job satisfaction, leadership styles, training and development, compensation and rewards, and work-life balance. The research targets employees across different retail organizations within Tiruppur, capturing a diverse sample in terms of age, experience, and job roles. The study aims to provide practical insights that can help retail managers and policymakers develop tailored interventions to boost engagement levels. However, the scope is limited to the organized retail sector and does not extend to unorganized or informal retail businesses. Additionally, the study emphasizes attitudinal and behavioral aspects of engagement, rather than broader organizational culture or external economic factors.

### REVIEW OF LITERATURE

Kazimoto, P. (2016) analyzed factors on employee engagement and performance from selected retailing business enterprises in Wobulenzi-Luweero City, Uganda. A questionnaire was administered to 120 selected respondents, using purposive sampling technique. Measurement was done with the use of descriptive and inferential statistic approaches to consider responses from respondents and make decision accordingly. The findings show that the degree of retail employee engagement and the level of job satisfaction were very high in retailing enterprises in Wobulenzi-Luweero city.

Aninkan, D. O., & Oyewole, A. A. (2014) examined individual and organizational factors influencing employee engagement among employees of Nigeria Distilleries Limited. Using a sample of 174 employees and analyzing data with Pearson correlation, the study found positive and significant relationships between employee engagement and factors such as work locus of control, conscientiousness, openness to experience, leadership style, organizational climate, and supervisory support. The authors recommended that managers focus on these factors to enhance employee engagement and organizational competitiveness.

Oliver, W. (2012) investigated the impact of transformational and transactional leadership styles on employee engagement in a retail organization using a sample of 104 employees. The study found a significant relationship between both leadership styles and dimensions of employee engagement—vigour, dedication, and absorption—but transactional leadership did not positively influence vigour. Transformational leadership was found to have a stronger role in predicting employee engagement compared to transactional leadership.

Prasad, M. P., & Sandhyavani, K. V. (2019) focused on employee engagement in the retail sector of Jharkhand and analyzed its relationship with demographic variables. Using 71 valid responses, factor analysis identified nine key factors influencing engagement: purpose and direction, fairness, growth opportunities, work environment, respect for management, training and development, learning and development, performance evaluation, and work itself. Regression analysis showed all factors significantly related to employee engagement, with training and development having the strongest influence.

Nair, S., & Nair, B. C. (2018) explored employee engagement practices in

organized retail stores in Ernakulum district through a survey of 50 employees. Key factors influencing engagement included job clarity, fun at work, work conditions, rewards and recognition, empowerment, co-worker support, commitment, passion, and work relationships. Findings indicated that rewards and recognition, along with work conditions, played major roles in enhancing employee engagement, which in turn increased productivity, retention, and profitability.

Khatana, R., Nangia, R., & Yadav, M. (2023) conducted a study in the retail industry in the Delhi NCR region to ascertain the relationship between employee engagement and customer commitment, service excellence, and satisfaction with a sample size of 251 respondents. Using a Likert scale survey, the study found that customer satisfaction is the most critical factor influencing employee engagement, and customer loyalty reflects the quality of the relationship. Service excellence and positive customer commitment were directly related to increased customer loyalty.

Sana, E., Ming, L. W., Hernandez, D., & Kask, R. (2024) examined the influence of leadership styles on employee engagement in the service sector via in-depth interviews with 50 respondents. Results emphasized that transformational leadership, which focuses on inspiration and individual development, has a significant positive impact on engagement. Transactional leadership also affects engagement but to a lesser extent, while laissez-faire leadership shows the weakest influence. The study highlights the importance of appropriate leadership styles to improve engagement and performance.

Berhad, M. H., & Ismail, N. I. B. (2022) analyzed factors affecting employee engagement among 242 employees at MYDIN Headquarters using a quantitative survey. The research focused on four variables: employee communication, employee development, rewards and recognition, and work-life balance. Findings revealed that only employee communication and employee development had a significant positive impact on employee engagement, while rewards, recognition, and work-life balance did not show a significant effect.

## OBJECTIVES OF THE STUDY

- To identify the key factors influencing employee engagement in the organized retail sector.
- To examine the relationship between job satisfaction and employee engagement in organized retailing.
- To analyze the role of training and development programs in enhancing employee engagement in organized retailing.
- To assess the impact of leadership styles, compensation and rewards, work-life balance in influencing employee engagement in organized retailing.
- To suggest strategies to improve employee engagement in the organized retail sector.

## RESEARCH METHODOLOGY

**Research Type:** Descriptive and Analytical Research

### Data Collection

**Primary Data:** Collected directly from the target respondents through structured questionnaires or surveys.

**Secondary Data:** Collected from reviewing existing literature, previous research studies, company reports, journals, and other published sources relevant to employee engagement and organizational behavior in the retail sector.

**Sampling Type:** Random Sampling

**Sampling Universe:** The sampling universe consists of employees working in organized retail stores in the Tiruppur district, covering various job roles, departments, and levels within the retail sector.

**Sample Size:** 150

### Statistical Tools Used:

**Percentage Analysis:** Used to describe demographic and socio-economic characteristics of respondents.

**Descriptive Statistics:** Includes measures like mean, median, mode, standard deviation to summarize responses on various factors.

**One-Way ANOVA:** Applied to test differences in employee engagement levels across different demographic groups or categories (e.g., age groups, educational qualifications).

### LIMITATIONS OF THE STUDY

- The study focuses exclusively on employees within the organized retail sector in Tiruppur district, which may limit the applicability of results to other regions or unorganized retail sectors.
- The use of self-reported questionnaires may introduce response bias.
- The study also relies on quantitative methods, potentially overlooking deeper qualitative insights into employee attitudes and motivations.

### DATA ANALYSIS AND INTERPRETATION

#### Demographic Information of the Respondents

Demographic Information	Particular	Frequency	Percent
Age	Below 25 years	21	14.0
	25 - 34 years	34	22.7
	35 - 44 years	32	21.3
	45 - 54 years	19	12.7
	Above 55 years	44	29.3
Gender	Male	82	54.7
	Female	68	45.3
Educational Qualification	High School	31	20.7
	UG	60	40.0
	PG	21	14.0
	Professional Certification	20	13.3
	Others	18	12.0
Marital Status	Single	39	26.0
	Married	53	35.3
	Divorced	38	25.3
	Widowed	20	13.3
Years of Experience in Retailing	Less than 1 year	25	16.7
	1 - 3 years	52	34.7
	4 - 6 years	15	10.0
	7 - 10 years	28	18.7
	More than 10 years	30	20.0
Designation/Job Role	Sales Associate	16	10.7
	Store Manager	30	20.0
	Floor Supervisor	44	29.3
	Customer Service Representative	19	12.7
	Other	41	27.3
Income Level (Monthly)	Less than Rs.10,000	22	14.7
	Rs.10,000 - Rs.20,000	42	28.0
	Rs.20,001 - Rs.30,000	30	20.0
	Rs.30,001 - Rs.40,000	41	27.3
	Above Rs.40,000	15	10.0
	Total	150	100.0

The age distribution of the participants revealed a diverse workforce. Of 150 respondents, 29.3% were aged above 55 years, 27.7% in the 25-34 years range, 21.3% in the 35-44 years group, 12.7% were in the 45-54 years category and 14% was below 25 years. In terms of gender, 54.7% were male and 45.3% were female. Regarding educational qualifications, 40% had completed undergraduate education, 20.7% with a high school education, 14% had a postgraduate qualification, 13.3% possessed professional certification, and 12% reported having other forms of education.

35.3% were married, followed by singles (26%), divorced (25.3%), and widowed individuals (13.3%). 34.7% had between 1 to 3 years of experience in retailing, followed by those with less than 1 year of

experience (16.7%), employees with 7 to 10 years of experience made up 18.7%, 10% had between 4 to 6 years, and 20% had more than 10 years of experience. The distribution of job roles showed that 29.3% held the position of floor supervisor, store managers (20%), sales associates made up 10.7%, customer service representatives accounted for 12.7% and 27.3% identified with other job titles.

Regarding income levels, 28% earned between Rs.10,000 and Rs.20,000 per month, 27.3% earning between Rs.30,001 and Rs.40,000, 20% between Rs.20,001 and Rs.30,000, 14.7% earned less than Rs.10,000, and 10% had a monthly income above Rs.40,000.

#### Socioeconomic Information

Sociographic Information	Particular	Frequency	Percent
How satisfied are you with your current job role?	Very Satisfied	23	15.3
	Satisfied	26	17.3
	Neutral	38	25.3
	Dissatisfied	18	12.0
	Very Dissatisfied	45	30.0
Do you feel motivated to perform well in your job?	Always	39	26.0
	Frequently	29	19.3
	Occasionally	35	23.3
	Rarely	21	14.0
	Never	26	17.3
Does your organization provide incentives for outstanding performance?	Regularly	29	19.3
	Occasionally	61	40.7
	Rarely	32	21.3
	Never	28	18.7
Working Hours per Day	Less than 6 hours	28	18.7
	6-8 hours	42	28.0
	8-10 hours	43	28.7
	More than 10 hours	37	24.7
What are the major challenges you face in your work environment that affect your engagement?	Lack of recognition	26	17.3
	Poor leadership	55	36.7
	Workload/Stress	32	21.3
	Limited growth opportunities	17	11.3
	Unsupportive	32	21.3
	Others	20	13.3
	Total	150	100.0

Of 150 respondents, 30.0% were very dissatisfied with their current job role, 25.3% remained neutral in their satisfaction, 12% were dissatisfied or very satisfied (15.3%) and 17.3% reported being satisfied with their job roles. 26% reported always feeling motivated to perform well in their jobs, 19.3% felt frequently motivated, 23.3% indicated they were occasionally motivated and 17.3% claimed they were never motivated to perform well in their roles.

Regarding organizational incentives, 40.7% of respondents reported receiving incentives occasionally, 19.3% claimed they were regularly given incentives, 21.3% reported that incentives were given rarely and 18.7% stated they received no incentives at all. 28.7% work 8-10 hours, 28% work 6-8 hours, 18.7% work less than 6 hours per day and 24.7% reported working more than 10 hours a day.

36.7% of respondents identified poor leadership as the biggest challenge, workload and stress (21.3%), unsupportive work environments (21.3%), lack of recognition (17.3%), 11.3% reported limited growth opportunities as a key challenge.

#### Descriptive Statistics for the Factors Influencing Employee Engagement in Organized Retailing

Statements	N	Mean	SD
<b>Work Environment</b>			
The resources and equipment provided by my organization are adequate for performing my job.	150	2.85	1.308

My workplace is free from discrimination or harassment.	150	3.29	1.329
The physical environment of my workplace (lighting, cleanliness, etc.) contributes positively to my engagement.	150	3.06	1.291
<b>Career Development Opportunities</b>			
My organization provides opportunities for career growth and advancement.	150	3.01	1.223
I am provided with the necessary training to improve my skills and knowledge.	150	3.10	1.309
My organization regularly assesses and supports my professional development.	150	3.01	1.272
I feel motivated by the career development programs offered by my employer.	150	3.02	1.272
<b>Cultural Diversity</b>			
My organization values diversity and inclusion in the workplace.	150	2.92	1.359
The organization promotes a multicultural work environment.	150	3.12	1.510
The organization provides equal opportunities for employees from diverse backgrounds.	150	3.02	1.272
Valid N (listwise)	150		

The above table implies that the employees agree that their workplace is free from discrimination or harassment (3.29), the physical environment in the workplace (lighting, cleanliness, etc.) contributes positively to their engagement (3.06), organization provide opportunities for career growth and advancement (3.01), necessary training are provided to improve their skills and knowledge (3.10), organization regularly assesses and supports professional development (3.01), feeling motivated by the career development programs offered by the employer (3.02), organization promote a multicultural work environment (3.12) and organization provides equal opportunities for employees from diverse backgrounds (3.02). The respondents disagree that the resources and equipment provided by the organization are adequate for performing the job (2.85) and organization values diversity and inclusion in the workplace (2.92).

#### **Descriptive Statistics for the Relationship between Job Satisfaction and Employee Engagement in Organized Retailing**

Statements	N	Mean	SD
Satisfaction with my job role leads to dedication towards achieving team goals.	150	3.02	1.272
When I am satisfied with my compensation, I feel more engaged with my job.	150	3.11	1.306
Job satisfaction leads to increased efforts in achieving organizational goals.	150	2.88	1.310
Satisfaction with my work environment makes me more enthusiastic about my role.	150	3.08	1.431
When I am recognized for my work, I feel more engaged and committed to my job.	150	2.79	1.379
Valid N (listwise)	150	3.02	1.272

The above table implies that the employees agree that the satisfaction with job role leads to dedication towards achieving team goals (3.02), feeling more engaged with the job (3.11) and satisfaction with work environment makes them more enthusiastic about their role (3.08). The respondents disagree that job satisfaction leads to increased efforts in achieving organizational goals (2.88) and feeling more engaged and committed when they are recognized for their work (2.79).

#### **Descriptive Statistics for the Role of Training and Development Programs in Enhancing Employee Engagement in Organized Retailing**

Statements	N	Mean	SD
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The organization is much concern about my career development and growth opportunities for the future by performance management.	150	3.12	1.510
Training programs provided by the organization are adequate for my development.	150	2.83	1.320
Staff training allows employees to proactively identify future challenges.	150	3.05	1.343
In my organization employees adapt quickly to difficult situation due to training.	150	2.80	1.456
Training programs have a positive influence on my attitude towards work.	150	2.73	1.290
Valid N (listwise)	150		

The above table implies that the employees agree that the organization is much concern about career development and growth opportunities for the future by performance management (3.12) and staff training allows employees to proactively identify future challenges (3.05). The respondents disagree that training programs provided by the organization are adequate for the development (2.83), employees adapt quickly to difficult situation due to training in the organization (2.80) and training programs have a positive influence on their attitude towards work (2.73).

#### **Descriptive Statistics for the Impact of Leadership Styles, Compensation and Rewards, Work-Life Balance in Influencing Employee Engagement in Organized Retailing**

Statements	N	Mean	SD
<b>Leadership Styles</b>			
My manager encourages open communication and feedback.	150	3.05	1.343
My manager provides clear guidance and direction in work-related tasks.	150	3.05	1.343
Leaders in my organization are approachable and willing to listen to concerns.	150	3.02	1.272
<b>Compensation and Rewards</b>			
The rewards system in my organization is fair and transparent.	150	3.27	1.300
I feel that my contributions are recognized and rewarded appropriately.	150	2.93	1.347
The company provides adequate benefits (healthcare, insurance, etc.) to its employees.	150	2.81	1.418
<b>Work-Life Balance</b>			
The organization provides adequate support for employees to balance work and personal commitments.	150	3.01	1.326
I have sufficient flexibility in my work schedule to accommodate personal needs.	150	2.81	1.467
I am able to take time off from work when needed without feeling guilty.	150	3.08	1.421
Valid N (listwise)	150		

The above table implies that the employees agree that their manager encourages open communication and feedback (3.05), manager provides clear guidance and direction in work-related tasks (3.05), leaders in the organization are approachable and willing to listen to concerns (3.02), the rewards system in organization is fair and transparent (3.27), the organization provides adequate support for employees to balance work and personal commitments (3.01) and being able to take time off from work when needed without feeling guilty (3.08). The respondents disagree with their contributions are recognized and rewarded appropriately (2.93), the company provides adequate benefits (healthcare, insurance, etc.) to its employees (2.81) and having sufficient flexibility in work schedule to accommodate personal needs (2.81).

#### **Comparison between the Demographic Variables (Designation/Job Role) of the Respondents and Various Dimensions**

Ho1: There is a significant difference between the demographic variables (designation/job role) of the respondents and various dimensions.

Dimensions	Designation/Job Role	N	Mean	SD	F	Sig.
Work Environment	Sales Associate	16	2.75	1.132	2.295	.062

	Store Manager	30	2.88	0.846		
	Floor Supervisor	44	3.03	0.757		
	Customer Service Representative	19	2.96	0.874		
	Other	41	3.42	1.118		
	Total	150	3.07	0.957		
Career Development Opportunities	Sales Associate	16	2.50	0.764	3.885	.005
	Store Manager	30	2.89	1.042		
	Floor Supervisor	44	3.11	0.797		
	Customer Service Representative	19	2.66	0.847		
	Other	41	3.43	1.187		
	Total	150	3.03	1.008		
Cultural Diversity	Sales Associate	16	2.35	0.821	3.095	.018
	Store Manager	30	2.82	1.167		
	Floor Supervisor	44	3.18	1.000		
	Customer Service Representative	19	2.77	0.882		
	Other	41	3.37	1.368		
	Total	150	3.02	1.150		
Relationship between Job Satisfaction and Employee Engagement in Organized Retailing	Sales Associate	16	2.44	0.738	4.350	.002
	Store Manager	30	2.78	0.906		
	Floor Supervisor	44	3.12	0.678		
	Customer Service Representative	19	2.61	0.910		
	Other	41	3.34	1.181		
	Total	150	2.97	0.959		
The Role of Training and Development Programs in Enhancing Employee Engagement in Organized Retailing	Sales Associate	16	2.49	0.769	1.874	.118
	Store Manager	30	2.77	1.076		
	Floor Supervisor	44	3.04	0.905		
	Customer Service Representative	19	2.63	0.905		
	Other	41	3.15	1.224		
	Total	150	2.90	1.037		
Leadership Styles	Sales Associate	16	2.27	1.124	3.886	.005
	Store Manager	30	2.82	1.160		
	Floor Supervisor	44	3.11	1.114		
	Customer Service Representative	19	2.74	1.163		
	Other	41	3.55	1.458		
	Total	150	3.04	1.281		
Compensation and Rewards	Sales Associate	16	2.40	1.049	4.008	.004
	Store Manager	30	2.79	0.823		
	Floor Supervisor	44	2.95	0.939		
	Customer Service Representative	19	2.96	0.744		
	Other	41	3.46	1.240		
	Total	150	3.00	1.042		
Work-Life Balance	Sales Associate	16	2.63	0.885	2.975	.021
	Store Manager	30	2.87	1.116		
	Floor Supervisor	44	2.89	1.004		

	Customer Service Representative	19	2.54	1.150		
	Other	41	3.46	1.410		
	Total	150	2.97	1.189		

There is a significant difference between work environment (0.062), role of training and development programs in enhancing employee engagement (0.118), and the designation/job role of the respondents. There is no significant difference between career development opportunities (0.005), cultural diversity (0.018), relationship between job satisfaction and employee engagement in organized retailing (0.002), leadership styles (0.005), compensation and rewards (0.004), work-life balance (0.021) and the designation/job role of the respondents.

Employees in higher management (Other) reported significantly higher satisfaction with career development opportunities, cultural diversity, leadership styles, compensation and rewards, and work-life balance compared to those in lower roles, such as sales associates and customer service representatives. These lower-level employees showed weaker engagement, especially in areas like job satisfaction, leadership, and work-life balance.

**Comparison between the Socioeconomic Variables (Designation/Job Role) of the Respondents and Various Dimensions**

Ho2: There is a significant difference between the socioeconomic variables (what are the major challenges you face in your work environment that affect your engagement?) of the respondents and various dimensions.

Dimensions	Major challenges faced in work environment	N	Mean	SD	F	Sig
Work Environment	Lack of recognition	26	2.59	1.175	7.569	.000
	Poor leadership	55	3.02	0.878		
	Workload/Stress	32	2.86	0.621		
	Limited growth opportunities	17	3.33	0.817		
	Others	20	3.93	0.862		
	Total	150	3.07	0.957		
Career Development Opportunities	Lack of recognition	26	2.33	1.009	28.869	.000
	Poor leadership	55	2.80	0.892		
	Workload/Stress	32	2.86	0.323		
	Limited growth opportunities	17	3.37	0.626		
	Others	20	4.59	0.581		
	Total	150	3.03	1.008		
Cultural Diversity	Lack of recognition	26	2.29	1.393	15.191	.000
	Poor leadership	55	2.83	1.046		
	Workload/Stress	32	2.88	0.421		
	Limited growth opportunities	17	3.35	0.862		
	Others	20	4.43	0.852		
	Total	150	3.02	1.150		
Relationship between Job Satisfaction and Employee Engagement in Organized Retailing	Lack of recognition	26	2.14	1.038	31.998	.000
	Poor leadership	55	2.78	0.716		
	Workload/Stress	32	2.97	0.244		
	Limited growth opportunities	17	3.15	0.743		
	Others	20	4.45	0.629		
	Total	150	2.97	0.959		
The Role of Training and Development Programs in Enhancing Employee Engagement in Organized Retailing	Lack of recognition	26	2.13	1.182	25.327	.000
	Poor leadership	55	2.62	0.751		
	Workload/Stress	32	2.86	0.392		
	Limited growth opportunities	17	3.39	0.814		
	Others	20	4.35	0.846		
	Total	150	2.97	0.959		

	Total	150	2.90	1.037		
Leadership Styles	Lack of recognition	26	2.17	1.541	20.240	.000
	Poor leadership	55	2.74	1.158		
	Workload/Stress	32	2.99	0.059		
	Limited growth opportunities	17	3.37	0.927		
	Others	20	4.78	0.767		
	Total	150	3.04	1.281		
Compensation and Rewards	Lack of recognition	26	2.64	1.162	10.544	.000
	Poor leadership	55	2.70	1.029		
	Workload/Stress	32	2.98	0.448		
	Limited growth opportunities	17	3.22	0.964		
	Others	20	4.17	0.834		
	Total	150	3.00	1.042		
Work-Life Balance	Lack of recognition	26	2.13	1.247	30.049	.000
	Poor leadership	55	2.57	1.014		
	Workload/Stress	32	2.97	0.353		
	Limited growth opportunities	17	3.43	0.797		
	Others	20	4.77	0.593		
	Total	150	2.97	1.189		

There is no significant difference between work environment (0.000), career development opportunities (0.000), cultural diversity (0.000), relationship between job satisfaction and employee engagement in organized retailing (0.000), role of training and development programs in enhancing employee engagement (0.000), leadership styles (0.000), compensation and rewards (0.000), work-life balance (0.000) and the major challenges that affect work engagement of the respondents.

Employees facing "Others" challenges consistently reported the most positive perceptions across all dimensions, including work environment, career development opportunities, cultural diversity, leadership styles, compensation and rewards, and work-life balance. In contrast, employees citing "Lack of recognition" as a challenge consistently had the lowest ratings for these dimensions. This indicates that lack of recognition negatively affects employees' views on their work environment, career growth, leadership, rewards, and work-life balance. The findings emphasize the critical role recognition plays in shaping employee engagement, suggesting that organizations should focus on improving recognition practices to boost overall employee satisfaction and engagement.

## FINDINGS

### Demographic Information of the Respondents

Most of the respondents were more than 55 years of age. Most of the respondents are male. Most of the respondents completed their undergraduate degree. Most of the respondents were married. Most of the respondents have 1-3 years of work experience in organized retail industry. Most of the respondents are working as floor supervisors. Most of the respondents earning an monthly income between Rs.10,00-Rs.20,000.

### Socioeconomic Information of the Respondents

Most of the respondents are neutral with their current job role. Most of the respondents always feel motivated to perform well in their job. Most of the organizations occasionally provide incentives to the employees for their outstanding performance. Most of the respondents work for 8-10 hours in a day. Most of the respondents reported poor leadership is the major challenges that affect their engagement in work environment.

### Factors Influencing Employee Engagement in Organized Retailing

The results showed that while employees perceive moderate satisfaction with various factors influencing engagement, there are notable variations in opinions. Work environment factors such as resources and workplace discrimination show room for improvement, while career development opportunities and cultural diversity initiatives are generally seen positively but are met with varying perceptions across the

workforce. This variability highlights areas where targeted improvements can be made to enhance employee engagement in organized retailing.

**Relationship between Job Satisfaction and Employee Engagement in Organized Retailing** The findings indicate that employees generally feel moderately satisfied with their job role, compensation, and work environment, suggesting a neutral to slightly positive perception. Recognition for work was identified as an area of improvement. Overall, there is a moderate relationship between job satisfaction and employee engagement, with opportunities for the organization to enhance satisfaction through better recognition programs and a more supportive work environment.

#### **Role of Training and Development Programs in Enhancing Employee Engagement in Organized Retailing**

The findings suggest that while employees perceive some benefits from training and development programs, there is room for improvement in terms of the adequacy of these programs and their impact on attitude and adaptability. Employees feel moderately supported in terms of career development and growth opportunities, but training programs could be enhanced to better equip employees to handle future challenges and improve their work attitudes. Overall, investing in more relevant, engaging, and forward-thinking training initiatives could significantly boost employee engagement and preparedness for challenges.

#### **Impact of Leadership Styles, Compensation and Rewards, Work-Life Balance in Influencing Employee Engagement in Organized Retailing**

The study suggests that employee engagement in organized retailing can be significantly influenced by leadership styles, compensation and rewards, and work-life balance. Improvements in these areas, particularly through better communication, clearer recognition systems, and increased flexibility, can create a more engaged and motivated workforce.

### **SUGGESTIONS**

- The organization should ensure that the resources and equipment provided are sufficient and easily accessible to employees.
- Regular assessments and feedback collection can help identify gaps in resources and equipment, enabling necessary improvements. Implementing workshops or training programs focused on optimizing the available tools could also improve employee satisfaction.
- The organization could implement more structured diversity and inclusion training programs to ensure that employees feel comfortable and supported.
- The organization should prioritize workplace cleanliness and ensure that the physical environment (lighting, seating, ventilation, etc.) is regularly maintained.
- The organization should establish a clear career path and promoting internal mobility and employees may feel more encouraged and motivated.
- The organization should regularly assess the training needs of employees and offer customized development programs that focus on skills relevant to employees' current roles and future career aspirations.
- Providing employees with more targeted, personalized feedback and support for their professional growth can help create a more development-focused culture within the organization.
- The organization should recognize achievements and offer tangible rewards (such as promotions, bonuses, or skill certifications) upon completing development programs will also increase employee motivation.
- The organization could take proactive steps to promote multiculturalism, such as celebrating various cultural events, facilitating cross-cultural interactions, and implementing policies that ensure respect and understanding across different cultural backgrounds.
- Regularly benchmark compensation packages against industry standards to ensure competitiveness. Transparent salary structures and performance-based incentives can motivate employees to stay engaged.

- Invest in employee well-being programs that address mental, emotional, and physical health. Employees who feel cared for in these areas are more likely to be satisfied and engaged in their work.
- The organization could implement a more flexible scheduling system or a formalized process for requesting adjustments to work hours, ensuring that personal needs are better accommodated.

## CONCLUSION

The findings of this study reveal notable disparities in employee perceptions across various job roles in organized retailing, highlighting the significant impact of career development, leadership styles, compensation, and work-life balance on employee engagement. Employees in higher management positions consistently reported more positive perceptions of the work environment, career development opportunities, leadership, compensation, and work-life balance compared to those in frontline roles such as sales associates and customer service representatives. This suggests that senior employees may benefit from more resources, flexibility, and recognition, leading to stronger job satisfaction and engagement. On the other hand, sales associates and customer service representatives, who are closer to the operational frontlines, reported lower satisfaction levels across several key dimensions. These employees perceived leadership styles, cultural diversity, and compensation less favorably, and indicated weaker connections between job satisfaction and employee engagement. The findings indicate a potential gap in engagement for lower-level employees, which could be addressed by improving leadership practices, increasing recognition, and offering more tailored career development opportunities for frontline workers.

Overall, organizations need to prioritize creating an inclusive and supportive environment that fosters engagement at all levels. This could involve providing more growth opportunities, transparent leadership, fair compensation, and work-life balance options for lower-level employees to bridge the gap between management and frontline staff. By addressing these issues, organizations can improve overall employee engagement, reduce turnover, and foster a more productive and satisfied workforce across all job roles.

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