

Work Engagement Influences By Job Characteristics In The Retail Sector Jharkhand, India

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Abstract

Employees play a key role in the success of any organization. They help achieve organizational objectives. Several studies indicate those employees who are highly engaged can help the organization respond to changes in the environment, competition and change in the workforce. The present study investigates the relationship between job characteristic as antecedent of work engagement in the retail sectors. A sample of 71 employees from different retail sector was selected randomly. Around 100 questionnaires were distributed and only 71 questionnaires were properly filled. The standard scale of measures was used i.e. Job Diagnostics Survey (JC) and Utrecht Work Engagement Scales (UWES) was used. The Linear regression analysis revealed that job characteristics significantly affecting the work engagement. .

Key word: Job characteristics, Work Engagement, Skill Variety, Task identity, Task Variety, Autonomy and Feedback.

Introduction

Employees are the most important resource for any organization. Therefore, their behaviours must be studied, analysed and interpreted correctly. Behavioural processes, such as employee commitment and job satisfaction, are of strategic importance for the performance of any organization. In addition, the nature of the work is important for both organizational

and individual outcomes, so researchers must obtain a more complete understanding of the concept of work characteristics. The retail sector these days has embarked on a trip that almost doubles the size of its business with a marginal induction of skilled workforce. During this period of expansion, it continues to focus on the development of the workforce to reduce stress and retention rates in this sector. Participation in work is a construct

in the positive behaviour of psychology (Bakker & Demerouti, 2008). Kahn (1990) defines commitment as a situation in which employees identify with their work. Schaufeli et al (2002) define work engagement as a mental condition of a person linked to their work, which is characterized by the existence of vigor, dedication and absorption. As indicated by Gavin and Vinten (2006), when a worker is happy with his or her activity, the representative is affirming that his or her activity needs are being met or the arrangement of employment attributes is being satisfied to make positive occupation fulfilment. Work engagement is the state in which a person is emotionally and intellectually engaged with the organization. It includes long-term emotional involvement and is a precursor to the more temporary feelings of employees, such as job satisfaction and commitment. Engaged employees come to work every day feeling in touch with their organization, have a high level of enthusiasm for their work and performance at high levels. Initially, organizations must identify the main factors of participation of their company to increase the level of participation of their employees. The acquisition and maintenance of the workforce has become a challenge for the

retail sector in India. Research has revealed that, when an organization keeps its employees engaged, it leads to high sales, brand, organizational reputation, revenue reduction, low customer loyalty and high indicators. "Research shows that the association between the organizations plan and the work of employees, including understanding the importance of work for the success of the company, is the most vital driver of employee participation.

Literature Review

Coralia Sulea, (2012) purpose of the study was to understanding the role of work engagement as a mediator between job resources. Data from three Romanian organizations were collected in a cross-sectional study and respondent were 258. Two main models (fully mediated and partially mediated) tested the role of Work Engagement as a mediator, using structural equation modelling. The results support the partially mediated model. All anticipated antecedents have a direct, and also an indirect relation with extra-role behaviours – via WE. In addition, the mediating effect was stronger for OCB than for CWB. Overall, the results show that job and personal characteristics differentially predict OCB and CWB, and that employees'

affective- motivational state explains, in part, these job and personal characteristics – extra- role behaviours associations.

Robbinson& Judge (2017) defined work engagement as an extent to which an individual feels engaged, satisfied, and enthusiastic about his or her job. Work engagement is an umbrella covering various consequences in work as well as other variables that may support the organization to achieve its goals. In general, it is arguable that the idea of creating a positive attitude in an employee in working and maximizing what he or she has at the same time will open employee engagement.

Bayoumy, (2019) study aimed to investigate the relationship between job characteristics and work engagement among nursing staff in selected hospital in Cairo. Research Descriptive correlational design was used to examine the relationship between job characteristics and work engagement among nursing staff. A convenient sampling technique was used in the present study, study sample composed of 104 nursing staff teaching hospital in Cairo..The current study concluded that autonomy was correlated positively with absorption. Feedback is correlated positively with

work engagement subscales i.e. vigor, dedication and absorption. Skill variety and task identity were correlated negatively with absorption; while task significance was not correlated with work engagement.

Objectives of the Study

- 1) To study the demographic profile of the respondents in Retail Sector.
- 2) To identify the effect of job characteristics on work engagement in Retail Sector.

Research Methodology

The item of job characteristics and work engagement were measured by using a 7 – point Likert –type scale (1=strongly disagree, 7 = strongly agree)..The sample used to measure work engagement is Utrecht Work Engagement scale (UWES) and for job characteristics Hackman &Oldham's Job Diagnostic Survey.The study is based on primary data collected from 71 employee employees working in retail sector of Jharkhand. The random sampling technique is used for choosing the respondents. To analyse the data SPSS 23.0 was used. The descriptive Analysis and correlation method were applied to analyse the data.

Descriptive Analysis

Table 1- Profile of Respondents

Variable	Description	N	%
Gender	Male	33	46.5
	Female	38	53.5
Age	Under 20	5	7.0
	20-29	62	87.3
	30-39	4	5.6
Education	12th Degree	20	28.2
	Graduate	50	70.4
	Master Degree	1	1.4
Marital Status	Unmarried	54	76.1
	Married	17	23.9
Designation of Employee	Coordinator	71	100.0
	Team Member	15	21.1
	Sales Man	9	12.7
	Sales Women	9	12.7
	Customer Service Associate	6	8.5
	Cashier	4	5.6
	Sales Representative	4	5.6
	Team Leader	6	8.5
	Fashion Assistant	7	9.9
Work Experience	0-2	3	4.2
	2-4	11	15.5
	4-6	35	49.3
	6-8	22	31.0

Table 1 explain the demographic characteristics of the respondents are given in table 1. From the study of 71 employees of retail sectors it was found that majority of respondents were female 53.5 per cent as compare to male 46.5 presents. The age group from 20-29 was more around 87.3 per cents and 76.1 per cents of respondents

were unmarried. Concerning education qualification 70.4 per cents were graduate, the designation of respondents were categorised in 14, and majority of respondents were having 4-6 years of experience.

Table 2: Regression analysis between Job Characteristics and Work Engagement

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.622 ^a	.387	.378	20.496	.387	43.500	1	69	.000

a. Predictors: (Constant), job characteristics

ANOVA ^b					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	18273.576	1	18273.576	43.500	.000 ^a
Residual	28985.664	69	420.082		
Total	47259.239	70			

a. Predictors: (Constant), job characteristics

b. Dependent Variable: Work Engagement

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	69.631	28.089		2.479	.016
job characteristics	1.441	.219	.622	6.595	.000

a. Dependent Variable: Work Engagement

Interpretation: The above table indicate that there is significant relationship between job characteristics and work engagement p value = 0.016.

Conclusion: On the front of the competition, Human Resources are the most important statement in all organizations. Organizations are constantly focused on involving employees through various methods. Rather, by encouraging the employee to perform the task, organizations should help them to participate more in their work and responsibilities. On the basis of the results of the research that has been carried out, it can be concluded that the characteristics of the job have a positive and significant influence on the engagement of the work. People with high job characteristics will lead to higher

levels of engagement.

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