

## A Study on Employee Satisfaction and Motivation in Retail Industry of Bareilly Division

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### Abstract

This research paper examines the level of employee satisfaction and motivation in the retail industry of Bareilly Division. The retail sector is highly dependent on human resources, and employee satisfaction directly influences productivity and customer service. The study analyzes various factors such as salary, working conditions, incentives, and training that impact employee motivation. The findings reveal that employee satisfaction significantly affects motivation and organizational performance. Suggestions are provided to improve HR practices in the retail sector.

**Keywords:** Employee Satisfaction, Motivation, Retail Industry, HRM Practices, Bareilly Division

### 1. Introduction

The retail industry is one of the fastest-growing sectors of the Indian economy, playing a vital role in generating employment and contributing to economic development. In regions such as Bareilly Division, the retail sector—including malls, supermarkets, departmental stores, and small local shops—has witnessed significant growth in recent years. The success of the retail industry largely depends on its human resources, as employees are directly involved in customer interaction and service delivery. Therefore, employee satisfaction and motivation are critical factors that influence organizational performance, productivity, and customer satisfaction. Satisfied and motivated employees tend to perform better, leading to improved service quality and business growth. In today's highly competitive environment, retail organizations face major challenges in attracting, managing, and retaining skilled employees. Factors such as low wages, poor working conditions, lack of job security, limited training opportunities, and inadequate incentive systems often lead to employee dissatisfaction. As a result, high employee turnover has become a common issue in the retail sector, affecting organizational stability and efficiency. Human Resource Management (HRM) plays a crucial role in addressing these challenges. Effective HRM practices—such as proper recruitment and selection, training and development, performance appraisal, and compensation management—can significantly enhance employee satisfaction and motivation. These practices not only improve employee performance but also contribute to organizational success. The present study aims to examine the level of employee satisfaction and motivation in the retail industry of Bareilly Division. It seeks to identify the key factors influencing these variables and to analyze the relationship between employee satisfaction and motivation. Additionally, the study provides practical suggestions for improving HRM practices in the retail sector. Thus, this research is significant not only from an academic perspective but also for practical application, as it helps in understanding the relationship between employee behavior and organizational performance.

### 2. Review of Literature

The concept of employee satisfaction and motivation has been widely studied in the field of Human Resource Management, especially in service-oriented industries like retail. Various researchers have highlighted the importance of effective HRM practices in enhancing employee performance and organizational efficiency.

Frederick Herzberg (1959), in his Motivation-Hygiene Theory, emphasized that job satisfaction and dissatisfaction arise from different sets of factors. According to him, hygiene factors such as salary, working conditions, and company policies prevent dissatisfaction, whereas motivational factors like recognition, achievement, and growth opportunities enhance satisfaction and motivation among employees.

Abraham Maslow (1943) introduced the Hierarchy of Needs Theory, which explains that human needs range from basic physiological needs to self-actualization. In the context of retail employees, fulfilling these needs plays a significant role in improving motivation and satisfaction levels.

Douglas McGregor (1960) proposed Theory X and Theory Y, suggesting that management's perception of employees influences their motivation. Theory Y, which assumes employees are self-motivated and responsible, is more suitable for modern retail organizations.

According to Gary Dessler (2013), effective Human Resource Management practices such as training, performance appraisal, and compensation systems significantly impact employee satisfaction and retention. Dessler emphasized that organizations must focus on employee development to achieve long-term success.

K. Aswathappa (2010) highlighted that employee satisfaction is directly linked to organizational productivity. His studies suggest that fair compensation, job security, and good working conditions are essential for maintaining employee morale. Research in the retail sector indicates that employee motivation is a key determinant of service quality. Studies have shown that retail employees often face challenges such as long working hours, low wages, and high work pressure, which negatively affect their satisfaction levels. However, proper incentive systems and recognition programs can significantly improve employee engagement. Several empirical studies also reveal that there is a strong positive relationship between employee satisfaction and motivation. Higher satisfaction leads to increased motivation, which ultimately results in better performance, lower turnover, and improved customer satisfaction. In the Indian context, particularly in semi-urban regions like Bareilly Division, limited research has been conducted on employee satisfaction and motivation in the retail sector. Therefore, this study attempts to fill this research gap by analyzing HRM practices and their impact on employees in this region.

### **3. Objectives of the Study—**

The present study aims to examine employee satisfaction and motivation in the retail industry of Bareilly Division. The specific objectives of the study are as follows:

- 1- To assess the level of employee satisfaction among employees working in the retail sector of Bareilly Division.
- 2- To identify the key factors influencing employee motivation, such as salary, incentives, working conditions, and recognition.
- 3- To analyze the relationship between employee satisfaction and motivation in the retail industry.  
To examine the impact of Human Resource Management (HRM) practices on employee satisfaction and motivation.
- 4- To identify the major challenges faced by retail employees that lead to dissatisfaction and low motivation.
- 5- To provide practical suggestions and recommendations for improving employee satisfaction and motivation in the retail sector.

### **4. Research Methodology—**

The research methodology provides a systematic framework for conducting the study. It explains the methods and techniques used for data collection, analysis, and interpretation to achieve the objectives of the study.

#### **4.1 Research Design—**

The present study is descriptive and analytical in nature.

1-Descriptive research is used to describe the level of employee satisfaction and motivation. 2-Analytical research is used to analyze the relationship between satisfaction and motivation

#### **4.2 Sources of Data- Primary Data**

- Primary data has been collected through
  - Structured Questionnaire
  - Personal Interviews with employees
- Secondary Data—
- Secondary data has been collected from:
  - Books on Human Resource Management
  - Research Journals
  - Articles and Reports

#### **4.3 Sampling Design—**

- Population: Employees working in retail stores of Bareilly Division
- Sample Size: 50–100 employees
- Sampling Technique: Convenience Sampling

#### **4.4 Data Collection Tools—**

- The main tool used for data collection is a structured questionnaire, which includes:
- Close-ended questions
- Likert Scale (Strongly Agree to Strongly Disagree)

#### **4.5 Variables of the Study— Independent Variable**

- Salary and Incentives
  - Working Conditions
  - Training and Development
  - Job Security
- Dependent Variables—
- Employee Satisfaction

- Employee Motivation

#### 4.6 Hypotheses of the Study—

H<sub>01</sub>: There is no significant relationship between employee satisfaction and motivation. H<sub>11</sub>: There is a significant relationship between employee satisfaction and motivation. H<sub>02</sub>: HRM practices have no significant impact on employee satisfaction.

H<sub>12</sub>: HRM practices have a significant impact on employee satisfaction.

#### 5. Factors Affecting Employee Satisfaction and Motivation—

Employee satisfaction and motivation in the retail industry are influenced by multiple organizational and personal factors. In a service-oriented sector like retail, where employees directly interact with customers, these factors play a crucial role in determining performance and overall business success. The major factors affecting employee satisfaction and motivation are discussed below:

#### 6. Data Analysis and Interpretation(Example)---

The collected data from retail employees of Bareilly Division has been analyzed using percentage method and simple statistical tools. The analysis focuses on understanding employee satisfaction and motivation levels.

#### 7. Findings

Based on the analysis and interpretation of data collected from employees in the retail industry of Bareilly Division, the following key findings have been observed:

##### Moderate Level of Satisfaction

The majority of employees are moderately satisfied with their jobs, indicating that there is significant scope for improvement in HR practices. Salary and Incentives as Key Motivators Salary, incentives, and monetary benefits are the most influential factors affecting employee motivation in the retail sector.

##### Importance of Recognition and Rewards

Employees who receive recognition and rewards show higher levels of motivation and job satisfaction.

##### Inadequate Training and Development Programs

Training opportunities are limited, and many employees feel that existing training programs are insufficient for skill enhancement.

##### Poor Working Conditions Affect Satisfaction

Issues such as long working hours, workload, and lack of proper facilities negatively impact employee satisfaction.

##### Job Insecurity Among Employees

Many employees experience job insecurity, especially in unorganized retail setups, which reduces their motivation level.

##### High Employee Turnover Intention

A large proportion of employees are willing to leave their jobs, indicating dissatisfaction and lack of long-term commitment.

##### Positive Relationship between Satisfaction and Motivation

The study confirms that higher employee satisfaction leads to higher motivation and better performance.

##### Weak HRM Practices in Retail Sector

HR policies and practices in many retail organizations are not well-structured or effectively implemented.

##### Lack of Career Growth Opportunities

Limited promotion and career advancement opportunities lead to frustration among employees.

#### 8. Conclusion—

The present study highlights the importance of employee satisfaction and motivation in the retail industry of Bareilly Division. It is evident that the success of retail organizations largely depends on their human resources, as employees play a crucial role in delivering quality customer service and achieving organizational objectives.

The findings of the study reveal that employee satisfaction in the retail sector is moderate, with several employees facing issues related to low salary, inadequate incentives, poor working conditions, limited training opportunities, and lack of job security. These factors not only reduce employee motivation but also contribute to high employee turnover. The study further establishes a strong positive relationship between employee satisfaction and motivation. Employees who are satisfied with their jobs tend to be more motivated, productive, and committed to their organization. On the other hand, dissatisfaction leads to poor performance and a higher intention to leave the job.

Human Resource Management (HRM) practices play a vital role in improving employee satisfaction and motivation. Effective implementation of HR policies such as fair compensation, regular training, performance appraisal, recognition, and career growth opportunities can significantly enhance employee engagement and organizational

efficiency. In conclusion, it can be stated that retail organizations in Bareilly Division need to adopt a more structured and employee-centric approach towards HRM. By focusing on the well-being and development of employees, organizations can not only improve their performance but also gain a competitive advantage in the market. Thus, improving employee satisfaction and motivation is not just a necessity but a strategic requirement for the sustainable growth of the retail industry.

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