

# A Study on Employee Job Satisfaction Among Retail Marketing Employees at Nagapattinam

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**Abstract**—This study examines employee job satisfaction among retail marketing employees in Nagapattinam, Tamil Nadu. Job satisfaction is a critical determinant of employee performance, retention, and organizational commitment in the dynamic retail sector. The study aims to identify key factors influencing satisfaction levels, including salary, incentives, workload, working conditions, training, recognition, and career development. Primary data were collected through a structured questionnaire distributed to 150 retail employees using convenience sampling. Statistical tools including percentage analysis, chi-square test, and Pearson correlation were employed. Findings reveal that most employees are generally satisfied with their work environment, supervisor appreciation, and organizational support. However, mixed opinions were observed regarding salary adequacy and reward systems. The study concludes that improved compensation policies, stronger recognition programs, and better career development opportunities are essential for enhancing employee satisfaction in the retail sector.

**Index Terms**—Employee Job Satisfaction, Retail Marketing, Organizational Loyalty, Human Resource Management, Nagapattinam

## I. Introduction

Employee job satisfaction is one of the most critical factors that determine the success and growth of an organization. It refers to the level of happiness, comfort, and positive feelings that employees have toward their job, work environment, salary, management style, and career opportunities. Employees who are satisfied with their jobs usually demonstrate better performance, increased productivity, organizational commitment, and loyalty. Conversely, dissatisfied employees may experience chronic stress, low motivation, frequent absenteeism, and ultimately leave the organization.

In today's competitive business environment, retail marketing organizations play a significant role in economic development and customer service delivery. The retail sector acts as a bridge between producers and consumers by providing products and services directly to end customers. Employees in this sector are considered the backbone of the business because they directly interact with customers and significantly influence customer satisfaction levels. Therefore, maintaining high employee satisfaction has become a primary responsibility of management.

The retail marketing sector is highly dynamic and challenging. Employees often face long working hours, intense sales pressure, target achievement stress, customer handling difficulties, and workload-related strain. These factors may positively or negatively influence their overall job satisfaction. Organizations that fail to satisfy employees tend to encounter high employee turnover, reduced productivity, poor customer service quality, and declining organizational performance.

Job satisfaction is influenced by several interconnected factors including salary and incentives, promotion opportunities, working conditions, reward and recognition systems, relationship with supervisors, training and

development programs, and job security. When these expectations are adequately fulfilled, employees feel motivated and deeply committed to the organization, resulting in higher efficiency and better customer satisfaction outcomes.

Nagapattinam is a developing region in Tamil Nadu where retail businesses such as supermarkets, textile stores, department stores, and electronics shops are experiencing rapid growth. Employees working in these retail organizations face various challenges related to workload management, compensation adequacy, career growth opportunities, and work-life balance. Understanding their level of job satisfaction is essential for identifying organizational strengths and weaknesses. This study aims to examine employee job satisfaction among retail marketing employees in Nagapattinam and analyze the major factors affecting their satisfaction levels.

## II. OBJECTIVES OF THE STUDY

- To study the overall job satisfaction of employees in retail marketing organizations in Nagapattinam.
- To understand employee perceptions regarding wages, incentives, workload, and working hours.
- To evaluate the role of motivation and recognition in improving job satisfaction.
- To examine how training and development opportunities influence employee satisfaction.
- To analyze the effect of job satisfaction on employee retention and organizational commitment.

## III. REVIEW OF LITERATURE

Griffeth, Hom, and Gaertner (2000) found that employee job satisfaction has a strong negative relationship with turnover intention, and satisfied employees are significantly more likely to remain in the organization [1]. Broadbridge et al. (2002) observed that retail store managers experienced lower job satisfaction due to low pay, work pressure, and limited autonomy [2]. Armstrong (2006) explained that job satisfaction reflects employees' positive attitudes toward their work and workplace environment [3].

Aziri (2011) emphasized that salary, promotion opportunities, supervision quality, and working conditions are the major determinants of employee job satisfaction [4]. Wakida (2015) concluded that motivation, attitudes, and turnover intention are strongly associated with employee job satisfaction levels. Chung et al. (2018) developed a multidimensional scale for measuring job satisfaction among customer-facing retail employees [5].

Hendri (2019) found that HR welfare measures and supportive organizational policies significantly improve employee satisfaction and commitment. Kumari and Singh (2021) identified poor leadership, customer aggression, and work exhaustion as major dissatisfaction factors among Indian retail employees. Machova et al. (2022) found that motivation and recognition strongly improve the satisfaction levels of retail store employees [6].

Divya and Veena (2024) emphasized that work-life balance and career advancement opportunities enhance employee morale and satisfaction. Recent studies (2026) suggest that fair wages, AI-enabled smart scheduling, continuous skill development programs, and effective recognition systems remain the strongest predictors of retail employee satisfaction and long-term organizational loyalty [7].

### A. Research Gap

Previous studies have primarily focused on employee job satisfaction in large corporate organizations. Limited research has been conducted specifically among retail marketing employees in Tier-3 cities like Nagapattinam. Earlier studies concentrated mainly on salary and working conditions, while less attention was given to organizational loyalty, recognition systems, and training effectiveness in the retail context. The

present study attempts to fill this research gap by analyzing multiple dimensions of job satisfaction in the retail marketing sector of Nagapattinam.

#### IV. RESEARCH METHODOLOGY

##### A. Research Design

Descriptive research design was adopted for this study. It helps in describing the characteristics, opinions, attitudes, and behavior of retail marketing employees regarding their job satisfaction levels in a systematic and detailed manner.

##### B. Population and Sample

The study population consists of employees working in retail marketing organizations in Nagapattinam. A sample of 150 employees was selected using the convenience sampling technique — a non-probability sampling method where respondents were selected based on their availability and willingness to participate. This method is simple, economical, and suitable for collecting data within a limited time period.

##### C. Data Collection

Both primary and secondary data were used. Primary data were collected directly from employees through a structured questionnaire containing 30 questions on demographics, job satisfaction, compensation, motivation, training, and organizational loyalty using a 5-point Likert scale (Strongly Agree to Strongly Disagree). Secondary data were gathered from journals, books, research articles, and previous studies.

##### D. Statistical Tools Used

- Percentage Analysis — to analyze frequency distribution of responses.
- Chi-Square Test — to identify the relationship between salary satisfaction and happiness at work.
- Pearson Correlation — to measure the relationship between retail organization type and salary satisfaction.

##### E. Hypothesis

$H_0$  (Null Hypothesis): There is no significant relationship between employee job satisfaction and organizational loyalty among retail marketing employees.

$H_1$  (Alternative Hypothesis): There is a significant relationship between employee job satisfaction and organizational loyalty among retail marketing employees.

#### V. DATA ANALYSIS AND INTERPRETATION

##### A. Demographic Profile of Respondents

**Table I: Demographic Profile of Respondents (N=150)**

| Variable                  | Category         | Frequency | Percentage (%) |
|---------------------------|------------------|-----------|----------------|
| Age                       | Below 20         | 10        | 6.7            |
|                           | 21–30 years      | 28        | 18.7           |
|                           | 31–40 years      | 62        | 41.3           |
|                           | Above 50 years   | 50        | 33.3           |
| Gender                    | Male             | 80        | 53.3           |
|                           | Female           | 70        | 46.7           |
| Educational Qualification | Higher Secondary | 90        | 60.0           |

|                      |                   |    |      |
|----------------------|-------------------|----|------|
|                      | Diploma           | 29 | 19.3 |
|                      | Undergraduate     | 20 | 13.3 |
|                      | Postgraduate      | 11 | 7.3  |
| Work Experience      | Less than 1 year  | 29 | 19.3 |
|                      | 1–3 years         | 61 | 40.7 |
|                      | 4–6 years         | 30 | 20.0 |
|                      | 7–10 years        | 24 | 16.0 |
|                      | Above 10 years    | 6  | 4.0  |
| Type of Organization | Supermarket       | 85 | 56.7 |
|                      | Department Store  | 39 | 26.0 |
|                      | Textile Shop      | 19 | 12.7 |
|                      | Electronics Store | 7  | 4.7  |

The majority of respondents (41.3%) belong to the 31–40 age group, indicating that middle-aged employees constitute the dominant workforce in retail organizations. Male employees (53.3%) slightly outnumber female employees (46.7%). Most respondents hold higher secondary qualifications (60%), and 40.7% have 1–3 years of work experience. Supermarkets employ the largest proportion of respondents (56.7%).

## B. Job Satisfaction Indicators

**Table II: Key Job Satisfaction Indicators**

| Satisfaction Indicator          | Strongly Agree % | Agree % | Neutral % | Disagree % | Strongly Disagree % |
|---------------------------------|------------------|---------|-----------|------------|---------------------|
| Overall Job Satisfaction Level  | 6.0              | 41.3    | 46.0      | 3.3        | 3.3                 |
| Happy Coming to Work Daily      | 6.7              | 60.0    | 20.0      | 13.3       | 0.0                 |
| Satisfied with Job Role         | 10.0             | 19.3    | 60.7      | 10.0       | 0.0                 |
| Recommend Org as Good Place     | 6.7              | 56.7    | 22.7      | 6.7        | 7.3                 |
| Salary Satisfaction             | 26.7             | 19.3    | 22.7      | 9.3        | 22.0                |
| Incentives/Bonuses are Fair     | 3.3              | 38.7    | 55.3      | 2.7        | 0.0                 |
| Daily Workload Manageable       | 15.3             | 48.7    | 32.0      | 0.0        | 4.0                 |
| Working Hours Reasonable        | 6.7              | 40.0    | 40.0      | 3.3        | 10.0                |
| Work Adequately Compensated     | 4.0              | 32.0    | 56.7      | 4.0        | 3.3                 |
| Motivated to Perform Well       | 2.7              | 60.7    | 34.0      | 1.3        | 1.3                 |
| Organization Recognizes Efforts | 1.3              | 39.3    | 55.3      | 2.0        | 2.0                 |
| Receive Supervisor Appreciation | 3.3              | 62.7    | 28.0      | 2.0        | 4.0                 |
| Satisfied with Reward System    | 8.7              | 22.7    | 59.3      | 4.7        | 4.7                 |
| Feel Valued as Employee         | 10.7             | 60.7    | 22.7      | 3.3        | 2.7                 |
| Training Programs Adequate      | 2.0              | 36.7    | 61.3      | 0.0        | 0.0                 |
| Training Meets Job Needs        | 6.0              | 55.3    | 28.7      | 10.0       | 0.0                 |

|                                  |     |      |      |      |      |
|----------------------------------|-----|------|------|------|------|
| Career Development Satisfaction  | 5.3 | 49.3 | 41.3 | 4.0  | 0.0  |
| Training Improves Confidence     | 1.3 | 35.3 | 58.0 | 2.7  | 2.7  |
| Long-term Employment Intention   | 1.3 | 60.0 | 36.0 | 1.3  | 1.3  |
| Strong Organizational Attachment | 2.7 | 60.0 | 31.3 | 4.7  | 1.3  |
| Job Satisfaction Influences Stay | 1.3 | 34.7 | 61.3 | 1.3  | 1.3  |
| Thought About Leaving Job        | 7.3 | 6.7  | 18.0 | 52.7 | 15.3 |
| Job Satisfaction → Org. Loyalty  | 2.0 | 56.0 | 36.7 | 2.7  | 2.7  |

### C. Chi-Square Test Analysis

Hypothesis tested: Relationship between salary satisfaction and happiness at work.

**Table III: Chi-Square Test Results**

| Test                         | Value   | df | Asymp. Sig. (2-sided) |
|------------------------------|---------|----|-----------------------|
| Pearson Chi-Square           | 232.987 | 12 | 0.000                 |
| Likelihood Ratio             | 221.386 | 12 | 0.000                 |
| Linear-by-Linear Association | 38.507  | 1  | 0.000                 |
| N of Valid Cases             | 150     | —  | —                     |

The calculated Chi-Square value is 232.987 and the significance value (p-value) is 0.000, which is less than 0.05. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted. This confirms that there is a significant relationship between salary satisfaction and happiness at work among retail marketing employees in Nagapattinam.

### D. Correlation Analysis

Hypothesis tested: Relationship between type of retail organization and salary satisfaction.

**Table IV: Pearson Correlation — Retail Organization Type vs. Salary Satisfaction**

| Variable                    | Mean   | Std. Deviation | Pearson r | Sig. (2-tailed) |
|-----------------------------|--------|----------------|-----------|-----------------|
| Type of Retail Organization | 1.6533 | 0.87460        | 0.145     | 0.077           |
| Salary Satisfaction         | 3.1933 | 1.48684        | 0.145     | 0.077           |

The Pearson Correlation value is 0.145 and the significance value is 0.077, which is greater than 0.05. Therefore, the null hypothesis is accepted. This indicates that there is no significant relationship between the type of retail organization and employee salary satisfaction. Salary dissatisfaction appears to be a sector-wide phenomenon rather than being specific to any particular retail format.

## VI. SUMMARY OF FINDINGS

- The organization should restructure salary packages to be competitive and transparent, directly addressing pay dissatisfaction among retail employees.
- Management should implement formal reward and recognition systems with monthly or quarterly appreciation events, performance awards, and incentive certificates.

- Structured career development pathways, including clear promotion criteria and internal growth opportunities, should be introduced to improve employee loyalty.
- Regular, job-relevant training programs focusing on both technical skills (product knowledge, billing, inventory) and soft skills (communication, customer handling) should be conducted.
- Transparent, performance-linked incentive and bonus policies should be clearly communicated to all employees to motivate higher performance.
- Management should encourage open two-way communication between employees and supervisors through regular feedback sessions and grievance redressal mechanisms.
- Employee welfare measures including health support, stress management programs, and flexible shift scheduling should be introduced to improve work-life balance.
- A positive, inclusive, and respectful workplace culture should be fostered where employees feel valued and psychologically safe.
- Team-building activities and employee participation in organizational decision-making should be encouraged to improve commitment and attachment.
- Regular employee satisfaction surveys should be conducted annually to monitor satisfaction levels and identify emerging concerns proactively.

## VII. CONCLUSION

This study on employee job satisfaction among retail marketing employees at Nagapattinam concludes that job satisfaction plays a vital and multidimensional role in improving employee loyalty, performance, and organizational success. The findings reveal that most employees are generally satisfied with their work environment, supervisory relationships, and sense of organizational belonging. Employees who receive regular appreciation, recognition, and career development opportunities demonstrate stronger commitment and lower turnover intention.

The research identified that salary, incentive fairness, training adequacy, workload management, and organizational recognition are the most influential factors affecting job satisfaction in the retail sector. The chi-square test statistically confirmed that salary satisfaction significantly impacts workplace happiness, highlighting compensation as a foundational driver of employee well-being. The correlation analysis revealed that salary dissatisfaction is a sector-wide issue, not specific to any retail format.

Overall, the study clearly demonstrates that satisfied employees contribute positively to organizational efficiency, customer satisfaction, and long-term growth. Retail organizations in Nagapattinam must prioritize employee welfare through fair compensation, meaningful recognition, structured training, and clear career advancement opportunities to create a high-performing, loyal workforce in the competitive retail market.

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