

A Study on Sales Personnel Attitude and Job Satisfaction In Select Retail Establishments in Visakhapatnam City

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ABSTRACT

An attitude reflects a person's readiness to respond to perceived situation, object and person. It is acquired as a result of perceptual interpretation. Whereas job satisfaction significantly contributes in increasing marginal productivity of employees. and their morale. An industrial organization can be substantially benefited if it cares to develop general individual attitudes towards job satisfaction. The present paper aimed at to study the respondents' attitude about their co-workers, colleague's attitude on the respondent, perception on working conditions and job satisfaction level of the respondents. The ANOVA test results revealed that in general business category the respondents opined that the attitude of their colleagues on them is very near to the good opinion followed by textiles, electronics and electricals and jewellery respondents. Respondents belonging to general business opined that the working conditions are moderately congenial. The ANOVA test found to be significant for the dimension working conditions, which denotes significant difference in their opinions. Regarding job satisfaction level there is a statistically difference in average opinion score of the respondents. Hence the hypothesis is rejected and both the variables are dependent to each other.

Keywords: Sales Personnel, Retail Sector, Attitude, Job Satisfaction, Working Conditions, Co-workers, Qualification, Belief, Opinion, Perceived.

PRELUDE

In psychology, an attitude is an expression of favour or disfavour towards a person, place, thing, or event. Prominent psychologist Gordon Allport once described attitude "the most distinctive and indispensable concept in contemporary social psychology."¹ Attitude can be formed from a person's past and present.² Key topics in the study of attitudes include attitude measurement, attitude change, consumer behavior, and attitude-behavior relationships.^{3,4} An attitude is an evaluation of an attitude object, ranging from extremely negative to extremely positive. Most contemporary perspectives on attitude also permit that people can also be conflicted or ambivalent toward an object by simultaneously holding both positive and negative attitudes toward the same object. This has led to some discussion of whether individual can hold multiple attitudes toward the same object.⁵

An attitude can be as a positive or negative evaluation of people, objects, events, activities, and ideas. It could be concrete, abstract or just about anything in your environment, but there is a debate about precise definitions. Eagly and Chaiken, for example, define an attitude as "a psychological tendency that is expressed by evaluating a particular entity with some degree of favour or disfavour."⁶ Though it is sometimes common to define an attitude as affect towards an object, affect (i.e., discrete emotions or overall arousal) is generally understood to be distinct from attitude as a measure of favourability.⁷ Attitude may influence the attention to attitude objects, the use of categories for encoding information and the interpretation, judgement and recall of attitude-relevant information.⁸ These influences tend to be more powerful for strong attitudes which are easily accessible and based an elaborate knowledge structure.⁹ Attitude may guide attention and encoding automatically, even if the individual is pursuing unrelated goals.

Job satisfaction^{*0} refers to a person's feeling of satisfaction on the job which acts as a motivation to work. It is not merely a satisfaction, happiness or self-contentment, but it is always in relation to the job. Job from the operational point of view is not only "an activity which is performed under contractual agreement and for which one gets paid" but also the "total responsibilities which he might have." Job satisfaction is a motivation factor and an integration factor as well. It is equally a morale booster. Job satisfaction refers to the attitude of the employee towards his/her job. It is related to the degree to which the employee's personal needs are fulfilled in the job situation. Thus, job satisfaction is the favourableness with which employees view their work.

Job satisfaction significantly contributes in increasing marginal productivity of employees and morale. An industrial organization can be substantially benefited if it cares to develop general individual attitudes towards job satisfaction. Victor H. Vroom examined the relationship between job satisfaction and certain aspects of job behaviour, namely "turnover, absenteeism, accidents and job performance". He found various levels of facts that "higher the satisfaction, less the apt to have job, there is little relationship between the amount of job satisfaction and the degree of work absenteeism, there is negative or no relationship between accidents and job satisfaction since there is considerable evidence to show that most accidents are caused simply by chance factors. Thus while each of the categories considered by Vroom to concerned with job-related behaviours and job satisfaction, none of these seems to be directly related to actual job performance, that is, how well the employee actually accomplishes the job assigned to him.

Objectives

1. To assess the attitude and job satisfaction among employees in the select retail establishments in Visakhapatnam city.
2. To offer suggestions on the basis of results of the empirical study.

Hypothesis

1. There is no statistically significant difference in the opinion of the respondents by their working category on the dimension "attitude and job satisfaction".

Methodology

The research design adopted for the study is both descriptive and analytical in nature. In pursuance of the objectives the following methodology was adopted.

Source of Data

The study is based on both primary and secondary data. Primary data were collected with the help of structured interview schedule which include the aspects like respondents attitude about their co-workers, colleagues' attitude on the respondents, perception on working conditions, opinion to continue the present job, present job suitable to their qualification and job satisfaction level. Secondary data were collected from published and unpublished reports, books, periodicals, journals and websites.

Sample Design

The study has into consideration employees in the broad line of commercial activity, namely shops in general business, textiles, jewellery and electronics and electricals. The employees working in these establishments are designated as sales girls and salesmen. The sample is drawn from the shops which are spread over in all eight circles (Suryabagh, kurupam market, Dwaraka Nagar, Gajuwaka, Anakapalli, Steel Plant, China Waltair, Dabagardens) as notified by the commercial tax office of Visakhapatnam city. In total 180 shops which include 103 general business shops, 15 textile shops, 15 jewellery shops and 47 electronics and electricals shops have been chosen by using proportionate

stratified random sampling technique. Keeping in view of the objectives of the study the shops which have been employing both male and female employees are brought under the preview of the study. To have wider coverage the sample of sales girls and salesmen is taken from establishments under different ownerships. The units selected are engaged in business and commercial activity such as general including (fancy, kirana, footwear, books and stationary, medical stores) textiles, jewellery and electronics and electricals.

In the second stage the researcher has selected the respondents by using random sampling technique. Three employees are selected from each one of 103 general business shops, 15 textile shops, 15 jewellery shops and 47 electronics and electricals shops. Employees who have put in a minimum of three years experience in their respective jobs only have been considered for selection. However 20 sales girls and 10 salesmen are eliminated from the sample since they have not satisfied these criteria. Thus the total sample of 540 respondents is comprised of 310 sales personnel in general business shops, 45 in textile shops, 45 in jewellery shops and 140 electronics and electricals shops.

Statistical tools used

The data collected has been classified and tabulated. Simple Statistical tools like percentages were used. ANOVA TEST is used to find the average significance in the opinion of respondents' belonging to the four working categories.

An attempt is made in this paper to discuss the respondents attitude about their co-workers, colleagues attitude on the respondents, perception of respondents on working condition, opinion to continue the present job, present job suitable to their qualification and job satisfaction level.

A. ATTITUDE

An attitude can be defined as a set of beliefs, feelings and opinions that people hold towards the perceived world. An attitude reflects a person's readiness to respond to perceived situation, object and person. It is acquired as a result of perceptual interpretation. Attitude may be defined as the belief, feelings and action tendencies of an individual or group of individuals towards object, ideas and people. Quite often persons and objects or ideas become associated in the minds of individuals and as a result attitudes become multidimensional and complex.

As attitude is an important variable in human behaviour. It is proposed to discuss the respondents' attitude about their co-workers, colleague's attitude on the respondents and perception on working conditions.

Analysis and results

1. Attitude about their co-workers

Respondents' attitude about their co-worker is revealed in table. no 1. Out of the total 540 sample respondents, about 42.4 per cent of the respondents felt that their co-workers are helpful in discharging the duties, 34.8 per cent of them said that they are friendly and courteous, 15 per cent felt that they are not cooperative and 7.8 per cent of them felt jealous and enemy.

In general business category, out of the total 310 respondents, about 56.5 per cent of the respondents felt that their co-workers are helpful in discharging the duties, 26.1 per cent of the respondents said that they are friendly and courteous, 11.3 per cent felt they are not cooperative and 6.1 per cent of them felt jealous and enemy.

About 26.7 per cent of the respondents in textiles felt that their co-workers are helpful in discharging the duties, 20 per cent of the respondents said that they are friendly and courteous, 28.9 per cent felt that they are not cooperative and 24.4 per cent of them felt jealous and enemy. Cent per cent of respondents in jewellery felt that their co-workers are friendly and courteous. The respective percentages of respondents in electronics and electricals regarding their co-workers attitudes are recorded by 30 per cent, 37.9 per cent, and 23.6 per cent 8.6 per cent respectively.

It is concluded that a little above 77 per cent of the respondents felt that their co-workers are helpful in discharging duties and also friendly and courteous. Better relations are essential for smooth running of the business.

2. Colleagues attitude

Colleagues' attitude on the respondents is elucidated in table no.2. As per the data 38.9 per cent of the total sample respondents revealed that the colleagues' attitude is good and 61.1 per cent opined as an average. In general category, it is recorded as -the colleagues' attitude is good 57.4 per cent and 42.6 per cent is an average. The respective percentages in textiles are 17.8 and 82.2 per cent. Cent of the respondents in jewellery revealed that, the colleagues' opinion is an average, the respective percentages in electronics and electrical are 17.1 and 82.9 per cent respectively.

The ANOVA test result reveals that in general category the respondents opined that the attitude of their colleagues on them is very near to the good opinion as their average value (1.57) supports this statement followed by textiles (1.18) and electronics and electricals (1.17) whereas the average value (1.00) of jewellery respondents on the attitude of their colleagues on them is equal to average opinion. Further F-value 45.561 and P-Value 0.000 is found to be significant which suggests significant difference in the opinion of the total sample respondents.

3. Opinion on working conditions

Respondents' perception on working conditions is shown in table no. 3. About 57.8 per cent of the total sample respondents opined that the working conditions are moderately congenial and 38.1 per cent opined as an average working conditions and 4.1 per cent of the respondents expressed highly congenial working conditions.

Category wise analysis reveals that the respondents in the general business opined moderately congenial working conditions by 60.3 per cent, whereas, 32.6 per cent opined average opinion. In the case of textiles respondents a majority of 80 per cent of them opined average opinion and 20 per cent of them opined moderately congenial. In jewellery business about 60 per cent of them revealed moderately congenial and 40 per cent of them said as an average. In electronics and electricals about 63.6 per cent expressed moderately congenial and 36.4 per cent opined as an average opinion.

According to the majority of the total sample respondents, the working conditions are moderately congenial and average. This may lead to employee unwillingness to do work in insufficient working conditions. So it is suggested that the employer should take appropriate steps to improve the working conditions to the maximum extent. Improved working conditions may motivate the employees to achieve their sales targets.

The respondents belonging to general category opined that their opinion on working conditions is moderately congenial as this category respondents average value is 1.75 followed by electronics and electricals (1.64) and Jewellery (1.60). Further, the ANOVA test value (14.004) and its corresponding significance value (0.000) are found to be significant. This denotes significant difference in their opinions.

B. JOB SATISFACTION

Indicators of job satisfaction and dissatisfaction

The nature and extent of factors contributing to job satisfaction is explained by many research studies in various countries with different cultures. The studies of Herzberg, Mausner, and Snyderman as well as the two-factor theory of job satisfaction – dissatisfaction provide possibly the broadest scope so far in understanding the relevant factors prevailing across the nations.

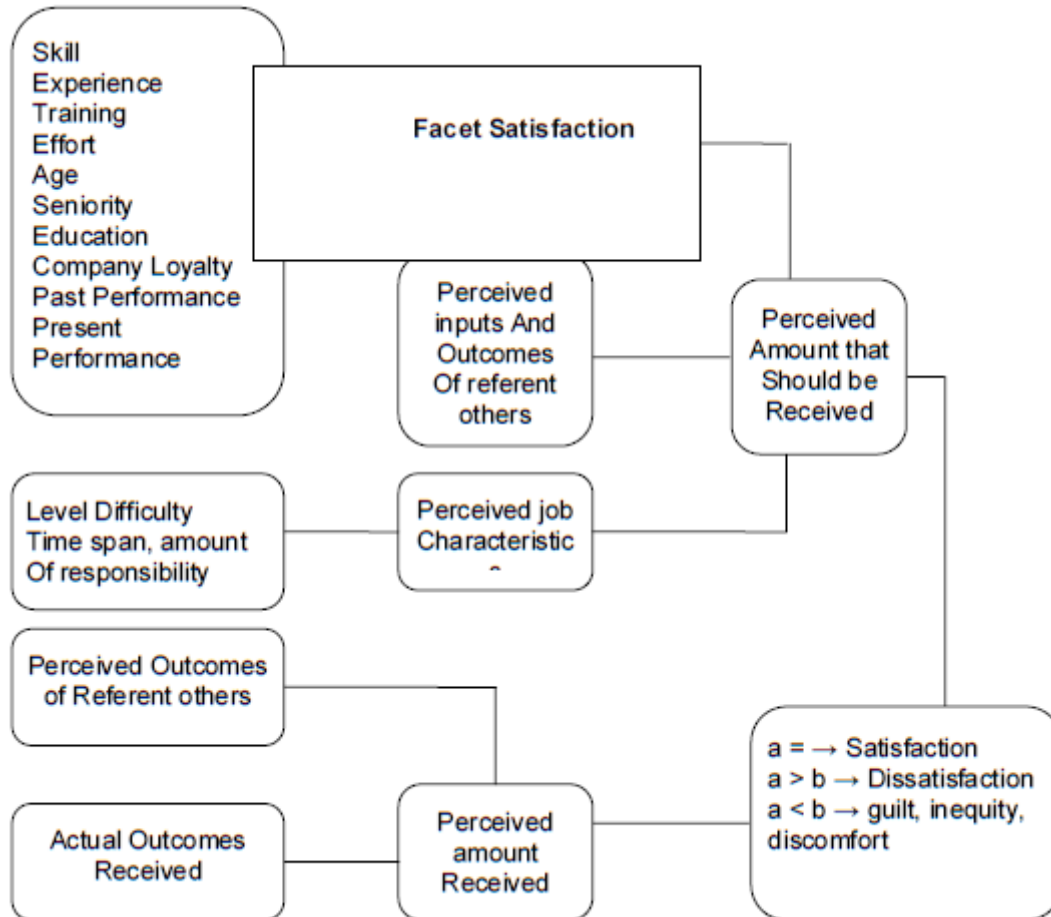
They noted an important distinction between two kinds of factors: One group of factors dealt with the nature of job and the other was related to the environment in which the job being done. According to them one set of factors like achievement, recognition, work itself, responsibility, advancement, physiological growth referred are as motivators/satisfiers, intrinsic/ job content. On the other side, salary, working conditions, relations with co-employees, relations with subordinates, relations with supervisor, technical supervision, company policies and practices, job security, status, and personal life are termed as extrinsic, job context, hygiene, or dissatisfiers of the satisfaction.. The details of the sets of factors are presented in box-1

According to the two factor theory, the factors of motivators of satisfaction had little contribution in dissatisfiers feeling. Similarly, dissatisfiers contributed more to dissatisfaction than they did to

satisfaction. In other words, the satisfaction and dissatisfaction were two separate, distinct, and independent feelings.

The above analysis shows that, without the efforts of the worker, the other factors of production would be useless. Man primarily works to satisfy his needs. The level of attained satisfaction is essential for both physical as well as for providing man with pleasure and reassurance. The extent of job satisfaction is reflected in their behaviours and also in their work. Therefore satisfaction is the factor of inspirer of work and production.

Figure .1 Model of the determinates of facet satisfaction



Box-1 Factors Associated With Job Satisfaction and Dissatisfaction in Two – Factor Theory

Factors in Job satisfaction	Factors In Job Dissatisfaction
Motivators/Satisfiers Intrinsic/ Job Content	Extrinsic/Job Context/Hygiene/ Dissatisfiers
Achievement Recognition Work Itself Responsibility Advancement Physiological Growth	Salary Working Conditions Relations with Co-employees Relations with Subordinates Relations with Supervisor Technical Supervision Company Policies and Practices Job Security Status Personal Life

4. Continue the present job

Table no. 4 furnishes the interest of the respondents to continue the present job. It is found that 70.6 per cent of the total sample respondents have no interest to continue the present job. Among the respondents in different categories of business, 80.0 per cent of the jewellery respondents showed interest to continue the present job. The percentage of respondents in general business, textiles and electronics and electricals in this regard is recorded by 37.1 per cent, 6.7 per cent and 3.6 per cent respectively.

It is concluded that a majority of the respondents are willing to leave the present job due to dissatisfaction regarding low wages, availability of other employment opportunities and bad working conditions in the present business. Thus, employees exit from the present job is not good to the organization. It is suggested to the management that they should provide sufficient wages, effective working conditions and cordial relation of management can stop the exit of the employees.

5. Present job suitable to their qualifications

It is further asked the respondents regarding present job is suitable for their educational qualifications or not and presented in table no. 5. It is observed from the table that the 88.9 per cent of the total sample respondents' educational qualification are suitable for the present job.

Regarding category wise analysis it is interestingly to note that cent per cent of the jewellery respondents qualifications are suitable to the present job followed by general business respondents 92.3 per cent, electronics and electricals 84.3 per cent and textiles 68.9 per cent.

According to the study a majority of the respondents felt that the present job is suitable to their educational qualifications. It may be concluded that cent per cent of the jewellery respondents opined that their qualifications are suitable to the present job. Generally gold smith job is skillful job where they need professional skill to convert the gold into ornaments. And it is proved in the study.

6. Job satisfaction level

As mentioned above, there are many factors such as wage rate, fringe benefits, working conditions, job security, relation with the employees, relation with the employer, work itself, overall satisfaction determines the employees' job satisfaction.

Job satisfaction level of the respondents is described in table no. 6. An equal per cent of 11.9, each for the parameters like working condition, job security, relation with employees and overall satisfaction the respondents revealed high job satisfaction. Whereas 7.8 per cent each of the total sample respondents opined for high job satisfaction for the employer's relation and work itself.

It is to be noted that cent per cent of the total sample respondents revealed that job satisfaction to some extent with regarding to wages. Regarding fringe benefits about 31.5 per cent of them opined dissatisfaction.

It is concluded that a majority of 65.7 per cent of the selected respondents had given their opinion to some extent for job satisfaction. However, on the other hand, dissatisfied respondents have also registered. Management should try to provide sufficient wages and other fringe benefits. And it is essential to maintain better relations with employees for smooth running of the business. Effective working conditions and cordial relation of management can improve job satisfaction levels of the employees.

The ANOVA test value 11.542 and P-value 0.001 for the above table describes that there is a statistically significant difference in the average opinion score of the respondents on the dimension level of job satisfaction at 5% level. Hence the Hypothesis is rejected and both the variables are dependent to each other further, the average opinion score (1.03), of the Jewellery respondents opined more positively than the remaining three categories. Whereas the electronics and electricals respondents' opinion score (0.743), are less than the remaining three categories which illustrate that these category respondents are having less job satisfaction when compared with the other categories.

Findings

1. A vast majority of 77 per cent of the total sample respondents felt that their co-workers are helpful in discharging duties and also friendly and courteous.
2. As per the opinion of the total sample respondents the working conditions are moderately congenial (57.8%) and average congenial (38.1%).
3. A whopping majority of 70.6 per cent of the total sample respondents are willing to leave the present job due to dissatisfaction regarding low wages, availability of other employment opportunities and bad working conditions in the present business.
4. According to 88.9 per cent of the total sample respondents' opinion the present job is suitable to their educational qualifications.
5. A highest majority of 65.7 per cent of the selected respondents given their opinion to some extent for job satisfaction level. Whereas 11.9 per cent of them revealed high job satisfaction and 22.4 per cent of the respondents opined job dissatisfaction.

Suggestions

1. It is suggested that the employer should take appropriate steps to improve the working conditions to the maximum extent. Improved working conditions may motivate the employees to achieve their sales targets.
2. Employees exit from the present job is not good to the organization. It is suggested to the management that they should provide sufficient wages, fringe benefits, effective working conditions and maintenance of cordial relations of management can stop the exit of the employees and also improve job satisfaction levels of the employees.

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Table no: 1 Respondents' attitude about their co-workers

Category	Opinion				Total
	Helpful in discharging duties	Friendly and courteous	Non cooperative	Jealous and enemy	
General	175 (56.5)	81 (26.1)	35 (11.3)	19 (6.1)	310 (100.0)
Textiles	12 (26.7)	9 (20.0)	13 (28.9)	11 (24.4)	45 (100.0)
Jewellery	0 (0.0)	45 (100.0)	0 (0.0)	0 (0.0)	45 (100.0)
Electronics & Electricals	42 (30.0)	53 (37.9)	33 (23.6)	12 (8.6)	140 (100.0)
Total	229 (42.4)	188 (34.8)	81 (15.0)	42 (7.8)	540 (100.0)

Table no: 2 Colleagues' attitude on the respondents

Category	Opinion			Total
	Good	Average	Bad	
General	178 (57.4)	132 (42.6)	0 (0.0)	310 (100.0)
Textiles	8 (17.8)	37 (82.2)	0 (0.0)	45 (100.0)
Jewellery	0 (0.0)	45 (100.0)	0 (0.0)	45 (100.0)
Electronics & Electricals	24 (17.1)	116 (82.9)	0 (0.0)	140 (100.0)
Total	210 (38.9)	330 (61.1)	0 (0.0)	540 (100.0)

Table no: 2 (a) Colleagues' attitude on the respondents

Category	n	Mean	S.D	F-value	P-value	Decision
General	310	1.57	.495	45.561	.000	S
Textiles	45	1.18	.387			
Jewellery	45	1.00	.000			
Electronics and electricals	140	1.17	.378			

Table no: 3 Respondents' perception on working conditions

Category	Opinion			Total
	Highly congenial	Moderately congenial	Average	
General	22 (7.1)	187 (60.3)	101 (32.6)	310 (100.0)
Textiles	0 (0.0)	9 (20.0)	36 (80.0)	45 (100.0)
Jewellery	0 (0.0)	27 (60.0)	18 (40.0)	45 (100.0)
Electronics & Electricals	0 (0.0)	89 (63.6)	51 (36.4)	140 (100.0)
Total	22 (4.1)	312 (57.8)	206 (38.1)	540 (100.0)

Table no: 3 (a) Respondents' perception on working conditions

Category	n	Mean	S.D	F-value	P-value	Decision
General	310	1.75	.577	14.004	.000	S
Textiles	45	1.20	.405			
Jewellery	45	1.60	.495			
Electronics & electricals	140	1.64	.483			

Table no: 4 Respondents' opinion on whether to continue the present job

Category	Opinion		
	YES	NO	Total
General	115 (37.1)	195 (62.9)	310 (100.0)
Textiles	3 (6.7)	42 (93.3)	45 (100.0)
Jewellery	36 (80.0)	9 (20.0)	45 (100.0)
Electronics & Electricals	5 (3.6)	135 (96.4)	140 (100.0)
Total	159 (29.4)	381 (70.6)	540 (100.0)

Table no: 5 Present jobs suitable is for respondents educational qualifications

Category	Opinion		
	YES	NO	Total
General	286 (92.3)	24 (7.7)	310 (100.0)
Textiles	31 (68.9)	14 (31.1)	45 (100.0)
Jewellery	45 (100.0)	0 (0.0)	45 (100.0)
Electronics & Electricals	118 (84.3)	22 (15.7)	140 (100.0)
Total	480 (88.9)	60 (11.1)	540 (100.0)

Table no: 6 Job satisfaction levels of the respondents

S. No	Particulars	High	To some extent	Not at all
1	Wages	0.0	100.0	0.0
2	Fringe benefits	0.0	68.5	31.5
3	Working conditions	11.9	84.4	3.7
4	Job security	11.9	80.0	8.1
5	Relation with the employees	11.9	88.1	0.0
6	Relation with the employer	7.8	92.2	0.0
7	Work itself	7.8	69.8	22.4
8	Overall satisfaction	11.9	65.7	22.4

Table no: 6 (a) Job satisfaction levels of the respondents

Category of Business	N	Mean	S.D	F-value	P-value	Decision
General	310	0.8831	0.31775	11.452	0.001	S
Textiles	45	0.8722	0.16534			
Jewellery	45	1.0333	0.46953			
Electronics & Electrical	140	0.7429	0.28911			