Review of Literature

2.1 Introduction to Literature Review

“Literature review is that part of the thesis where there is an extensive reference to related research and theory in your field; it is where connections are made between the source texts that you draw on and where you position yourself and your research among these sources” (Ridely 2012). It can also be defined as that part of thesis, where a researcher systematically recognize the theories and prior studies or research which has influenced the researchers selection of research topic and the methodology that researcher want to implement for conducting research. Literature review is used by the researcher in the thesis to support the realization of the research problem and to justify the gap in the previous work done in the particular topic. Fink (2013) defines literature review as “a systematic, explicit, and reproducible method for identifying, evaluating and synthesizing the existing body of completed and recorded work produced by researchers, scholars and practitioners”. Research synthesis can help the researcher in identifying the spaces in the present knowledge of the researcher that require additional research, also it helps in learning, if the findings of the study are consistent across numerous studies (Booth et al. 2016). Following review of literature has been systematically categorized into five categories namely- studies related to job satisfaction and motivation, studies related to retention, studies related to attraction, studies related to inter-linkage and identification of attributes of satisfaction, motivation, retention and attraction.

2.2 Studies related to Job Satisfaction and Motivation

Tandon and Dhawan (1981) conducted a study over 160 workers in India to study the age wise variation in job satisfaction among blue and white collared workers. The study constituted of five factors of job satisfaction namely learning and challenge, influence of supervisors, satisfaction with the work-group, opportunity, work meaningfulness and enjoyment and future expectations. It has been found that level and attributes of job satisfaction varies with age, as employees tend to develop different experiences and expectations as they grow older, which were reflected in the level of their satisfaction.

Armentor and Forsyth (1995) investigated the factors that influence job satisfaction among social workers. Findings of the literature suggested that generally older workers were found to be more satisfied with their jobs as compared to their younger counterparts. Also younger employees had higher expectations from their jobs, especially if they were more educated. Financial
and intrinsic rewards had greater influence over job satisfaction of younger workers. Also, other factors that acted as the moderator between age and job satisfaction were autonomy level, salary, job tenure, educational level and gender. Salary was found to be positively correlated with satisfaction for all occupational groups.

Babin and Boles (1996) addressed the significance of compassionate work environment and its impact on work related perceptions and attitudes of the employees. The paper also empirically tested a theoretical model of work related perceptions and job outcomes. The paper particularly focused on perceptions related to work involvement, supervisory support, role conflict and role ambiguity. Also, the influence of these attributes on job satisfaction and performance of employees were analyzed. Result of the study indicated significant relationship between perceptions of work environment and employee outcomes. It was reported that work involvement, support of supervisors and role stress were found to have significant impact on job satisfaction and performance. Positive association between performance and job satisfaction was also found in the results of the study.

Durst and DeSantis (1997) compared the level of job satisfaction among state, local and federal employees for the data extracted from “the National Longitudinal Surveys of Youth in the United States”. The study contributed towards the better understanding of employees’ attitude towards public workplaces. Outcomes of the study revealed that job satisfaction was higher among young public sector employees. Public sector employees were found to be satisfied with the job that provides them a good environment and allows them to utilize their best skills on the job.

Huddleston and Good (1999) investigated the forms of motivators that were significant to motivate retail employees. The researchers have compared the motivational factors among Polish and Russian retail employees. The survey was conducted over 321 Polish and Russian retail employees at 22 retail firms. An instrument consisting of eleven motivating factors was used to collect the data. The findings of the study indicated that Polish and Russian employees predicted the similar attributes that motivates them. Further, growth opportunities, feeling of association, self satisfaction and feeling of accomplishment emerged to be the most important factors of motivation.

Dolen et al. (2002) investigated the relationship between customer and employee satisfaction. Also, the researcher analyzed the impact of customers’ perception of employee’s performance on the job satisfaction of the employees. Further, the researchers have also focused on commonness and uniqueness of the perceptions which is a topic of social psychology. The
perceptions of customers regarding the performance of employee were found to have significant impact on employee job satisfaction.

Lewig and Dollard (2003) explored the emotional labor required in call centre work and their association to emotional exhaustion and job satisfaction. The study was conducted over 98 call centre employees in South Australia. The study confirmed the pivot role of emotional labor attributes in the experience of satisfaction and stress. The research also “confirmed the importance of emotional dissonance compared to a range of emotional demand variables in its potency to account for variance in emotional exhaustion”.

Autry and Daugherty (2003) analyzed between person-organization fit and job satisfaction. Also, the study aimed at understanding employees’ way of dealing with work conditions specifically coping behaviors. A survey measuring outlook and performance was administered over 726 warehouse employees. Findings of the study suggested that employees who possessed more practical expectations regarding the characteristics of the company and supervisor tend to be more satisfied with the job. Also, it has been found that satisfied employees show more desirable organizational behavior, where as dissatisfied employees behave in the negative manner or leave the organization. Research suggested that employees should be screened for person-organization fit for various positions in the organization.

Menguc and Bhutan (2004) tested the impact of career stages of salespersons on the relationship of job satisfaction and job characteristics in Saudi Arabia. Results of the study suggested that the impact of job characteristics on job satisfaction varies transversely at different phases of salespersons’ career. It was found that job autonomy has a great impact on job satisfaction in the later stages of the career. No association was found between job variety and job satisfaction for the salespersons. Further, it has been found that job identity strongly influences job satisfaction in the later stages of the career.

Brown and Lam (2008) reported the relationship between employee job satisfaction and customer satisfaction in a meta-analysis. For this purpose, researchers included past studies which correlated customer data and employee data. Results of the study indicated a strong positive correlation between the two variables. Also, path analytical model depicted that the association between employee satisfaction and customer satisfaction was mediated by perceived service quality.

Mishra and Gupta (2009) studied the motivating factors that retail companies in India use to motivate the front line sales staff and their impact on employee satisfaction. Primary endeavor of this study was to analyze the present position of employee satisfaction in Indian retail industry and to determine the
motivating factors that affect the satisfaction. An instrument consisting of 21 items based on motivators and satisfaction was administered over 114 front line sales employees from ten retail stores. Motivators that were selected for the study were- amount of work, compensation, participation, support from management, work-life balance, working conditions, reward and recognition, skill development, role clarity and career growth. Results of the study indicated lower level of satisfaction in front line sales persons. Compensation was found to be one of the most important motivators. Further, compensation, working conditions and management support significantly influence employee satisfaction.

Arnold et al. (2009) investigated the impact of “perceived competitive environment in the retail store upon the association between role stressors (family–work conflict, role ambiguity and role conflict) and job satisfaction, job efficacy and the self- and supervisor-rated performance of retail employees”. Results of the study indicated that the consequence of role ambiguity on job efficacy was mediated by perceived competitive climate. Also, findings suggested that the destructive effect of role ambiguity was reduced when competitive climate is good. Therefore, it highlighted a prospective advantage of stress lessening through an enlargement in perceptions of competitive climate. In addition, “the influence of job satisfaction on supervisor ratings of performance was moderated by perceived competitive climate, such that higher levels of job satisfaction resulted in improved supervisor ratings when the competitive climate was perceived to be high”.

Danish and Usman (2010) explored the important attributes of employee motivation and established the relationship between motivation and reward and recognition. The data was collected from 220 employees who belonged to different sectors in both public and private organizations in Pakistan. Major factors that were included in the study were- recognition, sense of achievement, work itself, operating procedures, and promotional opportunities. The study aimed at analyzing the impact of these factors on motivation and job satisfaction. Results of the study indicated that operating procedures, work itself and recognition have very low impact on job satisfaction and motivation. Whereas, promotional opportunities, relationship with co-workers, compensation, job security and supervisor support were found to have high influence over employee motivation.

Hong and Waheed (2011) examined the attributes of job that motivated workforce and the level of job satisfaction of salespersons in retail industry, using Herzberg’s theory. Findings of the study revealed that working
condition was the most significant motivating and satisfying factor in Malaysian retail context. Further, company policy, compensation and recognition were other important factors that lead to job satisfaction and motivation. Overall results indicated that motivators were dominated by hygiene factors in ascertaining job satisfaction in Malaysian retail sector. Another important finding was that money plays a crucial role in job satisfaction of the salespersons.

Kantabutra (2011) examined “the associations between the apparent vision based leadership, and staff and customer satisfaction in retail stores in Thailand. The data was collected from 251 employees from twelve retail stores in Bangkok, Thailand”. Different questionnaires were used for store managers, customers and staff members. The results of the study suggested that “to increase the staff satisfaction, the store managers should develop vision characterized by brevity, clarity, abstractness, challenge, future orientation, stability and ability to inspire and containing reference to sales, consumer, employee and store leadership directly predict enhanced store manager leadership as perceived by staff”.

Natarajan and Nagar (2011) studied relationships between job satisfaction, job burnout and life satisfaction. Findings of the study revealed strong positive correlation between life satisfaction, job satisfaction and personal accomplishments. On the other hand, job satisfaction was found to be negatively correlated to depersonalization and emotional exhaustion.

Cho et al. (2012) established “an integrative emotional labor process model” for better understanding of emotional element of the sales force in retail framework. Particularly, the study observed the effect of emotional labor and exhaustion relative to job satisfaction and organizational commitment. The model tested the impact of emotional process on job related outcomes. The study was conducted over retail sales employees in South Korea. The findings suggested that emotional labor positively influences both organization commitment and job satisfaction. Also, emotional exhaustion was found to reduce level of employees’ job satisfaction.

Boichuk and Menguc (2013) made an attempt to identify the strategies which can lead dissatisfied retail employees to indulge in behavior which is oriented towards bringing constructive changes in the organization to reduce dissatisfaction. Further, the study also investigated the impact of supervisor support and continuance commitment on job dissatisfaction among employees. For the purpose of the study the researchers under took two studies- first study included a field study to identify the factors of low job satisfaction in retail employees, secondly researchers extended the important
findings of the previous findings with a “controlled experiment”. Along with demographic variables the study incorporated items related to affective commitment, coworker support, organizational support and autonomy. Results of the study revealed that under the conditions of high supervisor support and continuance commitment, employees contributed more effectively to the service development programs in organizations.

2.3 Studies related to Employee Retention
The study undertaken by Terborg and Lee (1984) extended research on employee turnover. The researcher studied voluntary turnover rates for management and sales personnel for 65 retail sales stores over a two year period. Data was collected from two employee groups: management staff and full time retail sales personnel. Nine variables grouped into four sets: (a) local economic activity, (b) organizational climate, (c) organizational demographics, and (d) organization size were used to predict annual voluntary turnover rates. Few consistent findings were observed with the manager sample. In contrast, turnover rates among sales personnel were reliably predicted from knowledge of organizational demographics and availability of alternative jobs in the local labor market. In general, stores having the highest turnover rates tended to be in areas of intensifying economic activity. Also, they were observed with on average, young, low tenured, and highly educated personnel.

The article by Mitchell et al. (2001) on “How to keep your best employees: Developing an effective retention policy”, described various new researches and its insinuations for managing retention and turnover. Researchers observed that employees frequently leave for the reasons not associated to their jobs. Employees most of the times stay because of their sense of fit and attachment. Researchers spent 11 years, building and testing new thoughts regarding employee retention and interviewing lots of people who had quit the jobs in a broad variety of occupations, reading the practitioner and scientific literature. They found some clear themes – many people thought about leaving in response to some shock. Few people left their jobs without searching for the another one and making contrast with their present jobs. Results when summarized revealed that “many people leave as a result of shock, lot of which are external and don’t involve money, many people are relatively satisfied when they leave”.

Boxall et al. (2003) represented the most inclusive survey concerning employee loyalty and labor turnover in New Zealand. The researcher employed cross-sectional research design to learn actual turnover behavior in
excess of five years preceding the data collection. Data was generated on both the movers and the stayers through survey. Data was collected from 549 employees in New Zealand. The findings suggested that over the period of five years prior to the survey more than 50 per cent of respondents did not change employers. Gender wise there existed no significant difference between movers and stayers. Also, it was found that no one factor can completely contribute to the drive for job change.

Kim (2005) conducted a study to classify job-related variables that have a significant impact on employees’ turnover intentions in IT industry in Nevada and Washington. Research primarily focused on the impact of human resource practices, job characteristics and work environment on deliberate turnover intentions. Job characteristic, work environment and human resource practices were taken as independent variables and turnover intention as dependant variable. Control variables used in the study were- gender, age, availability of alternative jobs, tenure of job and education. Results indicated that opportunities for advancement, participatory management and work exhaustion need special managerial attention to deal with the problem of turnover. Conduction of employee assessment, adjustment of work expectations and establishment of more rational targets were few suggestions that were given to improve employee retention.

Muhammad (2007) intended to study the efforts undertaken by the organizations to retain the employees and to observe the impact of factors – work environment, career development, organizational justice, leadership style, leave policy, remuneration and rewards, and performance appraisal. Also, the study aimed at identifying the reasons for employees’ leaving the organization. With an extensive review of literature, researcher found that “organization culture, compensation, reward and recognition, training and career development, career advancement opportunities, work environment, and organizational justice” acted as important factors of employee retention.

Vos and Meganck (2008) used the perspective of psychological contract and investigated the views of HR managers and employees regarding the issues that affected employee retention. One sample was drawn from HR managers in which they explained the adopted retention practices. Also, they presented their observation regarding factors affecting employee turnover and retention. Another large sample was drawn from employees to study the significance of factors drawn in the first sample as retention factors. On the basis of results of both studies, retention factors were recapitulated according to their relative significance for managers and employees. The ranking was grounded on the retention practices stated by HR managers for themselves. Regression analysis
was used for employee ranking. The outcomes of employee survey revealed that “inducements relating to career development, job content, financial rewards, social atmosphere and work-life balance were perceived by employees as all being important elements of their psychological contract”.

Scroggins (2008) tested the hypothesis that turnover, employee intentions to quit and work performance were related to meaningful work. The paper also proposed a framework for developing meaningful work by using the concept of self-concept-job fit, which provided organizations with an opportunity to address turnover issues. A questionnaire that analyzed the long-lasting fit and attitudinal variables was administered over 204 employees in different organizations. The questionnaire also constituted the measure of intentions to quit and experienced meaningful work in organization. Path analysis technique supported that self-concept-job fit is positively related to escalated level of experienced meaningfulness on work. Also, it was found that a meaningful work experience played an important role in improving job performance and decreasing intentions to quit the organization.

Cho et al. (2009) explored “whether the predictors that decrease employees’ intention to leave will also increase employees’ intention to stay”. For purpose of study author selected three variables- organizational commitment, organizational support and perceived supervisors’ support. Basically, the aim of the study was twofold: to analyze the impact of the selected variables on intent to leave and to examine the impact of variables on intent to stay. A survey was conducted over 416 employees from hospitality sector in U.S. It was found that organizational commitment reduced employees’ intention to leave, whereas it doesn’t have the same impact on their intent to stay. Further, the analysis depicted that employee perceptions of organizational support decreased employees’ intentions to leave and increased their intention to stay. Also an increase in employees’ perception of supervisors support does not created any significant increase in their intent to stay. It was suggested that organizations should explore the practices that influence employee to develop faith in the employers.

Sinha et al. (2012) undertook a study to analyze the prime factors of management retention strategies in organizations. Data of 100 employees was gathered from two Indian heavy engineering manufacturers. The study focused on the identification of the reasons for which employees of two different organizations of the same kind were staying in the organization and reasons for discrepancy in factors of retention (if any). A structured instrument was constructed for the purpose of study which comprised of twelve factors – training, career development, motivation, learning work
climate, superior-subordinate relationship, cost-effectiveness, organizational commitment, job recognition, communication, compensation, flexibility and benefits. Results of the study suggested that the twelve factors that have been chosen as the contributing factors to employee retention played an important role in establishing the management retention strategies of the two organizations respectively.

Park et al. (2014) explored determinants of employee commitment and studied the effect of commitment on intention to leave in union and non-union settings the construction industry. The results of the study indicated that level of commitment was higher among the employees of union firms than that of non-union firms. Also, work rule, policy and inspiration were found to be statistically significant variable and depicted positive relationship with organizational commitment. Another important finding of the study was that there existed an inverse relationship between intention to quit and organizational commitment. Further, employees of union firm showed higher intentions to quit than employees of non-union firm.

Gosh and Grunathan (2015) proved that human resource practices based on commitment have an impact on turnover intentions of employees by implanting new employees more effectively into organizations in India. Basically, “this study explained the relationship between employee perceptions of commitment based human resource practices, on-the-job embeddedness and off-the-job embeddedness, and employees’ intention to quit”. Findings of the study suggested that human resource practices based on commitment is an important depicter of employees’ turnover intentions. Also, it has been found that on-the-job embeddedness mediates the association between turnover intentions and commitment based human resource practices.

Pittino et al. (2016) examined practices used for employee retention and the extent to which high performance work practices effected employee retention in family run small and medium enterprises. Data was collected from a sample of 232 employees in Austria and Hungary. Results of the study indicated that very few, family owned SMEs adopt high performance work practices as compared to non-family ones. Further, it has been observed that employee retention rate was higher in family firms than non-family ones. The study also supported the phenomenon that family firms benefits the employees with high quality of associations facilitated due to family influence, which along with high performance work practices stimulate retention. Hence, in presence of high performance work practices, the family effect combined with the formal practices generated a positive impact of retention.

2.4 Studies Related to Employee Attraction
Commins and Preston (1997) aimed to understand the perception of both potential applicants and employers towards retailing career. The main objectives of the study were to examine the appeal of retailing career for the students, students’ awareness about the nature and contents of the job in retail sector, ability of the retail organizations to attract duly qualified candidates and the impact of image of the organization on students’ attraction towards the organization. The findings from the study suggested that, over the period of time retailing has emerged as an attractive career choice. Education was found to have significant impact on the career choice of the students. Gender wise, no difference was noticed among male and female students regarding attraction for retail career. Further, it was suggested that retailer need to improve over the strategies to attract the students towards retail jobs.

Hart et al. (1999) studied the students and employers outlook of the degree of competence advancement in retailing and business education. The study revealed findings gathered from 269 students and 45 retailers about their perceptions of capability development in undergraduate education. The findings suggested that the retail students revealed a propensity to have more positive perceptions as compared to the financial management students regarding the worth of placement and academic work in enhancing the competences. Also, the students were found to be relatively precise in their perceptions of which capabilities the employers value the most for recruitment. Further, the students clearly distinguished their perceived competencies from the competences they sensed were truly being developed.

Rhoads et al. (2002) reported the perceptions of business school graduates about retailing as a career option and the convergence of these perceptions with the workplace reality. Also, the study differentiated between the workplace experiences of corporate and store retail managers. Workplace experiences have been defined as the combination of attributes related to job characteristics (salary, participation, autonomy, variety, feedback and control), psychological outcomes (turnover, burnout and job satisfaction), and role stress (conflict and overload). Results of the study indicated that there existed significance differences between the perceptions of corporate and store level managers in retail industry. Also, retail store managers depicted less satisfaction with the workplace experiences, especially with respect to pay, less job variety, autonomy and job recognition. Further, results revealed higher intentions to quit the job and low level of organizational commitment among retail store managers.

Broadbridge (2003) studied the perception of students about the career of their choice and career in retailing. The study aimed at identifying the attributes
that students relate with the career of their choice and retailing career. Also, the researcher has assessed the awareness and attitudes of the students regarding career in retail sector. Further, the researcher has also examined the influence of work experience in retail on attraction towards retail career. Findings suggested that career progression, self interest and salary were the most highly-rated attributes which effected students’ career choice. The level of education and location were also found to influence students’ career choice. Mean scores also revealed that work experience assisted the career choice of students most significantly. The results of this survey revealed that the attraction towards retailing is negatively perceived by a lot of management students but not as negative as it was previously.

Broadbridge (2003) conducted a survey to investigate “undergraduate students’ perceptions of retailing as a career choice at the beginning of the new millennium”. Questionnaires were administered on 369 undergraduate management students, of a UK based University. The results revealed that in new millennium, retailing has not been found to be a predominantly attractive career option. It was reported that only 35.9% found it anyhow attractive and just 2.6% proposed retailing as their favored career choice. An equal number of students found it an unattractive career option while over a quarter remained neutral over their beliefs about it. The top four attributes associated with a career in retailing were “people oriented, consumer oriented, limited advancement and poor salary”.

Earle (2003) examined the traits of different generations that make up the current workforce. The researcher further, discussed their and new recruits’ expectations from the employers and the work environment. The paper also highlighted the role of workplace in recruitment and retention and how it can advance corporate identity of an organization.

Broadbridge et al. (2007) examined the expectations of generation Y employees, that is potential graduate students who are ready to enter the workforce, with respect to their career perceptions, career options, and initial employment expectations. Study was conducted over the students from two universities in UK. Results of the study revealed that informants report retail environment negatively “characterized by poor pay, and long working hours, where employers demand too much flexibility”. Strong relationship was observed between managerial competence and workplace satisfaction. It has been observed that generation Y prefer to work with positive and open managers. Dynamic environment, working in teams and staff discounts were found to attract generation Y. Another finding suggested that young aspirants look for linear careers rather than multi-directional career.
Hurst and Good (2009) in a study enhanced the understanding about “the behavioral implications of Generation Y. New insights were presented concerning Gen Y’s retail career expectations, perceptions about retail careers, future psychological contract perceptions of retail careers, and career explorations of the US retailing industry”. The authors examined 193 college students’ retail career opinions and outlooks. For the purpose of study the researchers have included pre-entry job expectations, supervisor support, perception about retail jobs, career exploration and future psychological contract. Results of the study revealed that the perceived levels of supervisor support had positive significant impact on students’ perception of retail career. Also, it was found that perceptions of retail jobs, pre-entry job expectations and perception of employee responsibility had a significant impact on career exploration.

Alniacik and Alniacik (2012) made an attempt to explore the attributes of employer attractiveness, and to analyise their relative significance. Further, the researcher studied the variations in these factors according to various demographic variables- age, gender, and the current employment position over 600 adult respondents. Findings of the study revealed that various factors that contributed to employer attraction were career enhancement, relationship with superiors, opportunity to use creativity in a job, opportunities of growth, job security, opportunities to use skills, attractive salary, humanitarian organization, variety in job and working environment. Further, findings suggested that elder adults were more attracted towards the organizations which produce innovative and high quality products and were more customer oriented.

Keeling et al. (2013) studied the impact of staff word-of-mouth, communicated by former and present employees on potential candidates in recruitment of retail employees. Staff word-of –mouth is defined as “the process of staff and former employees communicating information and opinions about the organization, both within and beyond their social networks”. This study aimed at analyzing the complexity of the recruitment process in retail sector. Also, the researcher intended to understand the impact of various types of staff word-of-mouth information on the attraction of potential job applicants towards retail organizations. Another important purpose of the study was to investigate the impact of pre-commitment as a moderator on the association between staff word-of-mouth and organizational attractiveness in retail sector. Another important target of the study was to help retailers understand the importance of staff word-of-mouth and to extend
it as channel of communication with the future employees. Findings of the study suggested that content of the message plays a significant role in determining the influence of staff word-of-mouth on the potential applicants’ assessment of organizational attractiveness. Also, it has been observed that positive and negative information had different impact on organizational attractiveness. The researcher established that in context of retail sector, the subject and the valence of the information matters significantly.

Mountford (2013) undertook a qualitative study to understand the employee retention strategies that were effective to retain older workers. Further, it was examined that these strategies can also be used by other organizations to retain the workers. Researcher separately interviewed twenty facility managers and twenty personal caretakers. The results showed that supportive working atmosphere provided by supervisors and organization directly contributed to caretakers intentions to stay in job. Also recognition and appreciation, training opportunities, opportunity to transfer knowledge to others were some factors that were found to be contributing to retaining workers.

Pandit and Thomas (2014) conducted a study to identify the reasons behind employee’s stay with an MSME. The instrument developed by Dr. Udai Pareek and Surabhi Purohit was used to trace employee’s decision making style and life orientation. It was found that factors which drives an employee’s decision to stay in an organization differs from person to person.

2.5 Studies related to Inter-linkage

Porter et al. (1974) conducted a longitudinal study across ten and a half month duration to investigate changes in methods of job satisfaction and organizational commitment, and their subsequent impact on turnover among psychiatric technician trainees. For attitudinal assessment, the study employed two instruments – organizational commitment questionnaire and job descriptive index. The results of the study revealed that employees’ attitude predicted their turnover behavior; employees who leave the organization have lesser positive attitude than those who continue with an organization. Also, results indicated towards an inverse relationship between turnover and favorable attitude. Another finding suggested that employees who left the organization were found to have lower levels of satisfaction and commitment. Longitudinal review of the connection between turnover and attitudes depicted that generally the relationship grew stronger with time.

Dubinsky and Hartley (1986) reported the outcome of a path-analytic study that examined the relationships among role conflict, self-monitoring, role
ambiguity, work motivation, performance and overall job satisfaction of retail sales persons. Data was collected from 162 retail salespersons in the U.S. Southeast. This study was aimed at exploring the latent variables which affect salespersons’ performance in retail and examined interrelationships among these variables. Study revealed that self-monitoring attribute emerged as the predictor of performance and role perceptions, and performance was assumed to influence job satisfaction. Results of the study depicted a significant relationship between role ambiguity and conflict and job satisfaction.

Fletcher and Williams (1996) studied the degree to which various rudiments of performance management like increasing participation, organizational objectives, clarity of goals, etc., help to get desired organizational outcomes such as job satisfaction and organizational commitment. The study specially focused on the impact of performance management strategies on positive employee attitude. Also, the researchers observed the manner in which nature of organization—public or private effect these issues. An instrument consisting of seven items of performance management along with the outcomes—job satisfaction and organizational commitment was administered over 860 employees. Findings of the study revealed that there existed relationship between psychological intermediaries of performance management and employees attitude. Also, all the elements of performance management taken into consideration in the study were found to be important. Hence, a broad approach performance management can lead to an increase in organizational commitment and job satisfaction. In the study job satisfaction demonstrated more positive association with several factors of performance management as compared to organizational commitment.

Rust et al. (1996) presented a framework for the better understanding of employee satisfaction, also the study aimed at presenting the benefits of using customer satisfaction attributes to retain and satisfy frontline employees. Findings of the study revealed that intention to stay in job is strongly affected by the level of job satisfaction. Further, work environment and work design were found to significantly influence employee satisfaction. Also, supervisor support, benefits and hourly wage were found to have significant impact on employee satisfaction.

Igalens and Roussel (1999) measured and evaluated the effect of compensation on work motivation and job satisfaction among employees. Results of the study indicated that under some circumstances, individual compensation can be one of the factors of work motivation. Also, it was found that fixed pay increased motivation and satisfaction for exempted employees and only job satisfaction for non-exempted ones’. Another important finding
of the study was that variable pay doesn’t have any influence over job satisfaction and motivation.

Hom & Kincki (2001) distinguished a major depiction of “how job dissatisfaction progresses into turnover”. The researchers tested this model using structural equation modeling and survival analysis. Further, they incorporated job avoidance, employment conditions and inter-role conflict into this structure. They reviewed 438 salespersons, managers and auto mechanics from an automotive retail store chain. Survival analysis was used to more accurately determine the direct consequence of withdrawal cognitions, job comparison and unemployment propounded by the Hom-Griffeth models. They found that job avoidance and inter-role conflict have indirect impact on turnover, as depicted in Hom-Griffeth model. Also, it was observed that unemployment rates directly relates to turnover.

Kickul (2001) studied the function the psychological contract in small businesses for the better understanding of types of efforts that these businesses undertake to retain and attract their employees. Also, the study aimed at examining the impact of unfulfilled promises on employees’ intentions to leave the organization and employees’ attitudes towards such organizations. Psychological contract constitutes of a set of promises between employee and organization for the contribution that they provide to each other. For example, an employee may recognize that organization promised to provide him/her equitable wages, growth opportunities, meaningful work that make use of his abilities, good working environment, etc. and in exchange he/she promised effectiveness, energy, time, commitment, skills, and experience to the organization. Data was administered over 151 employees working for different small business organizations. The results of the study revealed that many of the promises made contribute to the fulfillment of intrinsic as well as extrinsic needs. Also, it was been found that unfulfilled promises can have a significant impact on employees’ attitude towards the organization and intentions to leave the organization.

Lambert et al. (2001) developed and tested “a structural model constituting four major antecedents of turnover namely- turnover intent, job satisfaction, demographic characteristics and work environment”. Results of the study indicated that relations with co-workers, financial rewards, task variety and age all have strong positive correlation with job satisfaction. Findings suggested that workers were more satisfied with jobs that have variety of tasks. Also, relationship with co-workers was found to have positive impact on job satisfaction. Further, findings depicted that role conflict has negative influence over job satisfaction. Another important finding of the study was
reduction in the level of job satisfaction with an increase in tenure. Also, it was reported that male workers had lower job satisfaction than their female counterparts. Autonomy at job was found to have no influence over job satisfaction. Another important finding was that there existed a direct relationship between job satisfaction and turnover intention.

Brown and Yoshika (2003) investigated the impact of employees’ outlook towards the mission statement of the organization on job satisfaction and intentions to continue in the job in a non-profit organization. Survey was administered over 991 employees of recreation services and non-profit organizations located at different geographical locations. The results revealed that full-time employees show higher intentions to stay in job as compared to part-time employees. Also, it was found that there existed positive correlation between all the factors of satisfaction, mission of the organization and intention to continue with the organization. Also, researcher observed that insufficient pay, dissatisfaction with management and other career opportunities were three main reasons for employees’ intentions towards leaving the organization. On the other hand, job satisfaction, opportunities of growth, satisfaction with the co-workers and chance to help people were major reasons for employees’ intentions to stay in the organization.

Brashear et al. (2003) tested a theoretical model of salesperson satisfaction, performance, commitment and turnover. The model was tested over a sample of 331 retail salespersons in Poland. Findings of the study reported negative associations between performance and role ambiguity, satisfaction and role ambiguity, satisfaction and role conflict and commitment and role conflict. Positive relationships were found between satisfaction, performance and commitment. Finally negative relation was reported between commitment and turnover intention.

Dick et al. (2004) proposed that turnover intentions were related to organizational identification and job satisfaction played the role of a moderator in this relation. Organizational identification was distinguished as the range of congruency between organizational values, norms and goals and self-concept of employees. The study suggested that employees who have higher identification with their organization tended to have higher job satisfaction. Job satisfaction consecutively affected the most basic attitudes towards the organization i.e. intention to leave or stay. The study comprised of four sample surveys conducted in different organizations. First sample consisted of 358 employees from a large regional bank in Hessia. Second sample constituted of 107 employees from a German bank. Third sample was drawn from 211 call-centre agents. Last one comprised of 459 employees of a
clinical hospital. Results of the study revealed that in all the samples, organizational identification and job satisfaction were related to turnover intentions. This study formed a strong base for understanding the psychological processes through which an employee undergo while forming an intention to leave.

Maynard et al. (2006) examined the relationships among organizational commitment, underemployment, job satisfaction and turnover intentions. Findings from the study suggested that “underemployment is, by and large, related to poorer job attitudes and several dimensions, most notably perceived over-qualification, were also associated with intentions to quit one’s job”.

Arndt et al. (2006) introduced polychronic-orientation, or an employee’s inclination for hopping between various odd jobs within the similar time-block, as an employee attribute with vital propositions for retail employee turnover. It established empirically that polychronic-orientation directly and indirectly influenced employee satisfaction in retail sector. Furthermore, by investigating these effects transversely along different career stages, polychronicity was found to be a constant and permanent attribute but the one whose impact is exaggerated near the beginning stages of the retail career. This was the first study to emphasize the effects of polychronic-orientation in front-line retail employees’ perceptions of distributive equality, job satisfaction, performance, and turnover intentions.

Wangenheim et al. (2007) analyzed association between employees and customers in retail. Furthermore, based on three diverse theories- Balance Theory, Attraction-selection-model and Emotional Contagion the researchers examined whether or not the level of customer contact has any influence over the continuation or strength of employee-customer satisfaction relation. Data was gathered from 1659 employees and 53,645 customers across 99 outlets of a German Do-It-Yourself (DIY) - retailers. The result revealed that the employee-customer satisfaction relation was statistically important for all categories of employees, irrespective of their extent of interaction with customers.

Yee et al. (2008) investigated the influence of employee satisfaction on the performance of employees in high customer contact service sectors. Researchers conducted an empirical study over 206 service organizations in Hong Kong. Associations were hypothesized between service quality, employee satisfaction, firm profitability and customer satisfaction were analyzed. Structural equation modeling was used for analysis of the data. Findings of the study revealed a significant relationship between employee satisfaction and customer satisfaction and service quality, which in turn
affected the firm profitability. They also found that “firm profitability had a moderate non-recursive effect on employee satisfaction, leading to a ‘satisfaction-quality-profit cycle’”.

Coldwell et al. (2008) studied “how individual perception of corporate reputation (before joining) and corporate ethical values (after joining) generate specific individual organizational senses of fit”. Specifically this study focused on the impact of perception of individuals regarding corporate social performance and moral aspects of person-organization fit on attractiveness of potential employees towards the organization and on employees’ retention behavior. The study suggested a detailed mechanism to analyze the impact of corporate reputation of an organization on the acquisition and retention of employees. Results of the study indicated that congruency between employees’ ethical direction and ethical reputation of an organization gives rise to positive impact on potential recruits’ behavior and attitudes. Also, fit between ethical climate of an organization and ethical orientation of employees gave rise to positive employee attitudes and behavior. Whereas, a misfit between ethical climate of an organization and ethical orientation of employees leads to negative employee attitudes and behavior.

Singh and Mishra (2008) studied the challenges to human resource management in Indian retail industry. Also, the study aimed at providing suggestions to cope-up with HR challenges and to improve human resource practices in Indian retail sector. Findings of the study revealed that the major human resource problems faced by Indian retail industry were- lack of talent, dearth of experienced workforce, absence of formal retailing education, threat of poaching, stressful environment, high turnover, compensation management, and complex human resource environment. Researchers suggested that well-framed compensation strategies, employee engagement practices, career advancement practices, providing good working environment, healthy management practices, and effective management of ethnic diversity can prove to be of help to human resource managers to cope-up with the challenges that they are facing.

Riggle et al. (2008) studied “the impact of perceived organizational support on four employee outcomes: job satisfaction, intention to leave, performance and organizational commitment”. Main-effect meta-analysis of studies was used for analyzing these relationships over 20 years. Researchers also studied the variation in these factors for different job types- frontline and non-frontline employees. 167 studies were included in the study which reported a Pearson’s correlation coefficient (r) between perceived organizational support
and at least one of the outcome variables: job satisfaction, performance, intention to leave and organizational commitment. Out of the total sample, 28.4% were frontline employees and 41.1% were non-frontline employees. Results of the study confirmed that perceived organizational commitment and four attitudinal and behavioral outcomes were strongly correlated. Specifically, perceived organizational support was to have strong-negative impact on employee intent to leave, weak to reasonable impact on employee performance and strong-positive impact on organizational commitment and job satisfaction. Further, it was found that there existed strong association between four variables and job type.

Millette and Gagne (2008) investigated the applicability of the job characteristic model in volunteer organizations and tested the effect of job characteristic model on satisfaction, motivation and intent to quit. Questionnaires were administered over 230 volunteers and 24 supervisors at a community clinic in a huge metropolitan area. Results of the study suggested that there existed relationship between job characteristics of volunteer work and employees’ work satisfaction, autonomous motivation, performance and intention to quit. Also, results showed that only intrinsic motivation is strongly correlated with the job characteristics. Another finding of the study was that linkage between job characteristics and job satisfaction was mediated by autonomous motivation.

Kim et al. (2009) tested the mediating effect of job characteristics between work environment and job outcomes with the use of structural equation modeling. Researchers examined the effect of work environment on generation Y employees’ job performance, job satisfaction, and career intention in retail. The study was conducted over students of 14 universities in the United States. The results of the study indicated that job characteristics acted as mediator among the employees’ opinion of work environment and job outcomes. Also, it was found that job performance effects retail career intention negatively. Another observation was that there existed no significant relationship between employees’ perception of role conflict and job outcomes.

Foreman (2009) examined the reasons for employee turnover in a Chinese retail company, where elevated turnover was a major trouble. Further, the study investigated the association between job satisfaction and turnover and examined the moderating impact of occupation on the linkage. Results of the study demonstrated a negative association between job satisfaction and turnover intention. Also, occupation wise frontline employees represented higher intentions to leave the job than middle level managers.
Masroor and Fakir (2010) examined the causes for intention to leave and the level of job satisfaction among nurses in Malaysia. The study examined job satisfaction in context of the factors which include satisfaction with supervisor, variety of tasks, closure, compensation, co-worker support and management policies. Intention to leave was measured with a different three item instrument. It was found after analysis of data that most of the employees were highly satisfied with the support that they get from the supervisors, job variety, closure, and co-worker support. Employees were found to have moderate level of satisfaction with compensation, management policies. Further, data revealed that nurses neither showed intention to leave nor to stay with the job.

Yi et al. (2011) examined the consequence of citizenship behavior and customer participation on front-line employees’ commitment, performance, satisfaction and turnover intentions. Also, the study inspected the mediating impact of likability and similarity on customer participation and employee citizenship behavior. Data was collected from 31 managers, 142 front-line employees and 332 customers in a retail firm. Results of the study indicated towards a significant positive relationship between customer participation, employee satisfaction and employee commitment. Also, significant relationship was noticed among customer citizenship, employee performance and commitment. Further, no association was found between employee satisfaction and customer citizenship behavior. Also, the study confirmed the well known association between employee performance and job satisfaction, employee satisfaction and employee turnover.

Hutchings (2011) presented the findings from a survey carried out in the Australian resource sector in 2009. The survey was conducted to “explore human resource managers’ perceptions of how their organizational practices and external contextual changes in industrial relations legislations present challenges for the sector and influence attraction and retention of highly skilled employees”. The researcher reviewed the scenario of resource sector and the importance of the sector. The results indicated that skills shortage and rivalry for good quality staff were the two most common difficulties faced by the sector. Remote location also emerged as an important challenge in attracting the employees.

Linda (2011) investigated the function of distinguished competence mobilization in determining organizational commitment, intention to stay and employee motivation. Also, the study aimed at analyzing the linkage between “perceived competence mobilization and self-efficacy” along with understanding the impact of these variables on intent to stay, commitment and
intrinsic motivation. Linda defined perceived competence mobilization as the extent to which employees’ recognize that the current job provides opportunities to make use of their competencies. Findings of the study suggested that there exist close association between high intensity of perceived competence mobilization and large number of desirable employee attitudes such as decreased turnover, better intrinsic motivation and elevated organizational commitment. Also, results revealed that perceived competence mobilization was the stronger forecaster of intrinsic motivation as compared to self-efficacy.

Khan et al. (2011) established a link between employee retention and human resource practices and analyzed the mediating effect of employee job satisfaction. The aim of the researcher was to provide the appropriate solution to the management for retaining skilled workforce. The data was administered over 500 public and private bank employee in the cities of Islamabad and Rawalpindi in Pakistan. The results of the study indicated that there existed positive relationship between job satisfaction and human resource practices (training and development, employee selection, job definition, work design, and reward and recognition) in both public and private banks. Also, the study of structural paths indicated that job satisfaction strengthens the employee retention. There was a positive relationship between employee retention and job satisfaction.

Gardner et al. (2011) examined the impact of collective commitment on motivation, skill-enhancing practices, empowerment and aggregate voluntary turnover. Data was collected from 1,748 employees belonging to 93 different job groups in the U.S. Results of the study revealed that collective affective commitment was negatively related to aggregate voluntary turnover. Also, it was found that an employees’ choice to leave the organization was effected by inter-mixing of many factors as- feelings, incidents, behaviors, perceptions and human capital. Another finding from the study was that there existed negative relationship between empowerment and motivation practices and aggregate turnover. This association was partly effected by collective commitment. It was found that positive relationship existed between skill-enhancing practices and voluntary turnover. This association was not affected by commitment.

Stinger et al. (2011) investigated the complex association between job satisfaction, motivation (intrinsic and extrinsic) and pay satisfaction. Results of the study presented positive association between intrinsic motivation, job and pay satisfaction. On the other hand, extrinsic motivation was found to be
negatively related to job satisfaction and no association was found between extrinsic motivation and pay satisfaction.

Raddha et al. (2012) examined the factors affecting job satisfaction and dissatisfaction, and intention to quit of nurses in Jordanian healthcare sectors. Data was gathered from 180 nurses from three hospitals in Jordan. Results of the study reported significant relationship between job satisfaction and intention to quit among nurses. Also, co-workers, nature of work and supervision emerged as the most satisfying attributes of satisfaction.

Biswas and Varma (2012) examined “the relationship between psychological climate, and transformational leadership with employee performance”. The outcomes of the study revealed significant positive influence of psychological climate over employee performance. Further, significant relationship was observed between organizational citizenship behavior and psychological climate and job satisfaction.

Arokiasamy (2013) studied the causes and effects of employee turnover in private sector in Malaysia. The study aimed at finding out the actual reasons behind turnover and its detrimental effects on the productivity of manufacturing industries in Malaysia. The results indicated that job satisfaction has the largest direct effect on turnover intent. The study also provided a general view of what were the various avenues available for future consideration to deal with acute issues pertaining to employee turnover.

Mostafa and Williams (2014) examined the impact of person-organization (P-O) fit, on the association between high performance HR practices (HPHRP), organizational citizenship behaviors (OCBs), and job satisfaction. The study was conducted over 671 professional in Egyptian higher education and health sector. The results of the study revealed that HPHRP had a positive relationship with P-O fit, job satisfaction and OCBs. Hence, the adoption of HPHRP not only leads to desirable employee outcome, but it was also associated with better fit between employees and organization. Also, it was found that both person-organization fit and high performance human resource practices have a significant impact on employee behavior and attitude. Another finding suggested that person-organization fit had a mediating effect on relationship between job satisfaction and organization citizenship behaviors.

Tschopp et al. (2014) analyzed the moderating effect of career orientation on the linkage between job satisfaction and turnover. Data was collected from 255 employees through a telephonic survey in Switzerland. Findings of the study confirmed a moderating impact of career orientation on the association between job satisfaction and turnover. It was noted that independent
employees reveal higher level of intention to quit than focused employees. Further, age of employee emerged as an important predictor of turnover intentions, as employees showed lower intentions to quit the job with increasing age.

2.6 Identification of Attributes of Job Satisfaction, Motivation, Retention and Attraction

This part of literature review deals with one of the objectives of the study – identification of factors of job satisfaction, motivation, retention and attraction. As per self-determination theory, employees get intrinsically motivated towards performance if they feel competent (Gagne and Deci 2005, Ryan and Deci 2000). Research proves that employees’ view that their job provides them opportunities to make use of their capabilities which in turn leads to several desirable employee attitudes, like – low turnover intentions and elevated intrinsic motivation (Lai and Kapstad 2009, Linda 2011). Research suggest that perceived underemployment, which depicts a state in which employees feel that their abilities are not being fully utilized, leads to many negative job outcomes such as enlarged job dissatisfaction, elevated turnover intentions, reduced psychological well-being and lower organizational commitment (Erdogan et al. 2009, Feldman 1996, Feldman et al. 2000, Feldman et al. 2002, Maynard et al. 2006). It has been observed that motivation practices which increases the enthusiasm of employees to use their abilities and knowledge in daily working lives, influences employees’ job satisfaction, organizational commitment and intention to stay (Pittiino et al. 2016). Work environment which provides growth opportunities to the employees is considered as one of the significant factors for commitment of an employee towards the organization, hence, effecting employee turnover (Naicker 2008). Research suggests that company management and retention are positively related to each other Brown and Yoshika (2003). Churchill et al. (1974) considered compensation as one of the important factors of job satisfaction among the sales persons. Brown and Yoshika (2003) noted that insufficient pay is one of the major causes for employees’ intentions to leave the job. The conditions of generous salary and benefits are widely used to escalate the level of employee motivation (Middlebrook 1999). According to Purani and Sahadev (2007) “satisfaction with co-workers is the dimension of perceived job satisfaction which determines how an employee perceives his/her job accomplishment by the support or presence of his/her co-worker’s attitude and behavior such as selfishness, friendly or supportive”. The manner in which co-workers get along with each other. Job satisfaction can be
increased by co-worker support (Chou and Robert 2008). Satisfaction with the co-workers is found to be one of the important reasons for employees’ intentions to stay with an organization (Brown and Yoshika 2003). Opportunity enhancing human resource practices that creates scope for employees to take their own decisions in day-to-day activities nurtures employees’ intention to stay in the organization (Yucel 2012). Research indicates that if there exists fit between moral values of employee and employer then the chances of retaining such employees are higher (Coldwell et al. 2008). Recognition and respect are found to be the most significant HR strategies motivating employees to stay in the job (Armstrong-Stassen 2008). Research suggests that recognition is an important interpreter of job satisfaction, performance and commitment (Saba et al. 1998). Effective recognition can be used as a powerful tool to increase employee motivation and productivity (Deeprose 1994). Level of employee motivation increase when employees get recognition and praise for their work (La Motta 1995). Broadbridge (2006) found that high level of control over day-to-day decisions leads to higher level of satisfaction amongst the employees. Chance to help people has emerged as a major reason for employees’ intentions to stay with the organization (Brown an Yoshika 2003). According to Wood et al. (1986) “this factor of job satisfaction determines the level of job satisfaction on the basis of employees’ perception on how much they are satisfied with the information or guidelines provided to them by their supervisors to carry out their job”. Job satisfaction can be mitigated by supervisor support (Chou and Robert 2008). The relationships that supervisors establish with their staff play an important role in developing trust and loyalty of the employees. It has many benefits for the organization- organizational commitment, job satisfaction, group performance, superior performance, reduced absenteeism, reduced turnover (Ferrin and Dirks 2003, Neves and Caetano 2006). Supervisor’s ability to provide strong leadership influences job satisfaction of employees (Morris 2004). Employees perceive satisfaction with the job if they have variety of tasks to do on job which are challenging but not routine in nature (Masroor and Fakir 2010). Research reveals that employees exhibit high level of job satisfaction due to variety and challenges involved in the job (Parson and Broadbridge 2006). A supportive work environment generates high level of job satisfaction and is also an important contributor to employee retention and performance (Hogan et al. 2007, Jeon et al. 2011). Autry and Daugherty (2003) have generalized that employee experiences regarding work-environment act as an important variable in determining job satisfaction. Kalleberg (1977) and Emmert et al. (1992) have also supported the positive
impact of work environment on employee satisfaction. Retail managers are found to be more motivated because of the organizational working conditions (Carr 2005).

2.7 Synthesis of Literature Review and Research Gap
Systematic and detailed review of literature reveals that there exist relationship between employees’ job satisfaction and motivation, job satisfaction and retention, job satisfaction and attraction of candidates towards retail sector. Above review of literature suggest that research work undertaken by Raddha et al. (2012), Khan et al. (2011), Yi et al. (2011), Foreman (2009), Alniacik and Alniacik (2012), Dick et al. (2004), Broadbridge (2006), Brown and Yoshika (2003) has been a great source of knowledge to understand the inter-linkages between the constructs of the study. Particularly, researcher has referred to the studies conducted by Babin and Boles (1996), Huddleston and Good (1999), Autry and Daugherty (2003), Menguc and Bhutan (2004), Mishra and Gupta (2009) for job satisfaction. Researcher has reviewed research work of Kim (2005), Scroggins (2008), Cho et al. (2009), Sinha et al. (2012) to get insights into employee retention. Further, in-depth study of research work undertaken by Commins and Preston (1997), Hart et al. (1999), Rhoads et al. (2002) and Broadbridge (2003) was done by the researcher for better understanding of employee attraction. But, it is evident from above review that no exploratory study has been carried till date which links factors contributing to employees’ job satisfaction, motivation and retention, and attraction of potential candidates towards retail as a career. Previous researches focused mainly on partial aspects of relationship between motivation and job satisfaction, job satisfaction and turnover intentions, but the interrelationship between all the above attributes is yet to be identified for Indian Retail Industry. Also, it has been observed that there is a dire need for a detailed analysis of the factors that contribute to motivation, retention and attraction. Further, Retailing in organized form is new to India and hence, few researches have taken place even though worldwide researches have been in plenty. Another outcome of the review of literature is the identification of the attributes that affect employees’ job satisfaction, retention, motivation and attraction of applicants. It has been identified that company policy, salary, co-workers’ support, supervisor support, working conditions, recognition, creativity, independence, job security, achievement, variety of tasks, responsibility are the major factors that influence employees’ job satisfaction, retention, motivation and attraction of applicants. Number of research papers
which have been reviewed for understanding the core constructs of study and inter-linkages between them are presented below in Table-1.

Table 1 Number of Studies Reviewed

<table>
<thead>
<tr>
<th>Categories</th>
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<tr>
<td>Studies related to retention</td>
<td>15</td>
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<tr>
<td>Studies related to attraction</td>
<td>12</td>
</tr>
<tr>
<td>Studies related to inter-linkage</td>
<td>35</td>
</tr>
</tbody>
</table>

Figure 1 Number of Research Papers Reviewed

References:-


Purani and Sahdev (2007)


