CHAPTER V

FINDINGS AND INTERPRETAION

In the previous Chapter-4 an attempt was made to analyze the data with help of various statistically tools and instruments. In this chapter-5 efforts will be made to present the findings of the study with their appropriate interpretations using the finding of the previous studies and the own hunches.

5.1 FINDINGS OF THE STUDY

1. The average level of job satisfaction (56.190) was higher than average level of organizational commitment (50.678) among employees of selected organized retail outlets under study.

2. In the age group 20-25 the job satisfaction (55.50) is below the group average job satisfaction level (56.19).

3. In the age group 25-30 (56.37) and 30-35 (57.17) the average job satisfaction level was found higher than group average job satisfaction level (56.19).

4. The job satisfaction level (54.67) in age group 35-40 was found lowest in all age group.

5. During initial lower job satisfaction in early age group (20-25) the job satisfaction level has shown upward movement till 30-35 year age group and finally showing sharp decline in age group (35-40).
6. The female employees working in selected organized retail outlets have shown higher job satisfaction (56.40) than male employees (56.16).

7. The job satisfaction level of female employees is higher than the group average job satisfaction (56.19).

8. The job satisfaction level of male employees is lower than the group average job satisfaction (56.19).

8. There is substantial difference in job satisfaction level observed in professionally qualified and non professionally qualified employees.

9. Professionally qualified employees have shown lower job satisfaction (54.61) than group average job satisfaction level (56.19).

10. Non professional employees have shown higher job satisfaction level (57.37) than average group job satisfaction (56.19) and professionally qualified employees’ job satisfaction.

11. Married employees have shown lower job satisfaction level (56.07) than the group average job satisfaction level (56.19).

12. Unmarried employees have shown higher job satisfaction (56.26) than the group average job satisfaction level (56.19).

13. The difference in job satisfaction level of married group and job satisfaction level of unmarried group is not found very substantial (0.12).

14. The level of job satisfaction of employees of the dependent group 1 (0-2, dependents) is found highest (61.00) among the all dependent groups.
15. The level of job satisfaction of the employees having dependents 3 (56.09), and 4 and above (56.00) is found below group average job satisfaction level (56.19).

16. There is drop in job satisfaction level observed with increase in number of dependents.

17. The job satisfaction level of employees of number of dependents 3 is found close to group average job satisfaction level.

18. Job satisfaction level in 0-2 years retail industry experience is found lowest (55.1428) and below the group average job satisfaction level (56.19).

19. The job satisfaction level in the retail industry experience 0-2 years is very close to group average job satisfaction level.

20. From initial below average group job satisfaction level in the retail industry experience 0-2 years there is an increase in job satisfaction level observed in the retail industry experience group 2-5 years and 5-8 years.

21. There is again drop in the job satisfaction level of retail industry experience group above 8 years is found.

22. The job satisfaction level in the retail experience group 0-2 years and above 8 years is found almost equal (observed difference 0.0008).

23. The job satisfaction level is found highest in the retail experience group 5-8 years.
24. There is an increase in job satisfaction level observed with the increase in experience of retail industry only upto 8 years of services and above 8 years there is a decline in job satisfaction level.

25. The job satisfaction level in different retail experience group is found forming ∩ shape curve in selected organized retail outlets under study.

26. The job satisfaction level in the 0-2 years of the other industry experience (56.50) is found higher than the average (56.19) job satisfaction level of the group.

27. The job satisfaction in the other industry experience group 2-5 years is highest (56.70).

28. There is decline in job satisfaction in the other industry experience group 5-8 years is found the lowest (52.34)

29. The job satisfaction level (55.00) among the other industry experience group of above 8 years is found below average job satisfaction level (56.190)

30. There is an increase in job satisfaction level of other industry experience group above 8 years from the experience group 5-8 years.

31. All the employees surveyed were at-least having 2 years of total work experience.

32. The job satisfaction level (55.83) in the total experience group (2-5) years is found below the group average job satisfaction level (56.19).
33. The job satisfaction level (57.38) of the total work experience group 5-8 years is found highest among all group.

34. The job satisfaction level above 8 years experience group is found lowest.

35. The job satisfaction level of the employees working in the same organization of the period 0-2 years and 2-5 years is found below the average job satisfaction level of the group (56.19)

36. The job satisfaction level of the employees working in the same organization for the 2-5 years found lowest among all working experience groups.

37. From initial drop of job satisfaction level from the experience group 0-2 years to 2-5 years in the same organization an increase in job satisfaction level in the experience groups 5-8 years is observed.

38. The job satisfaction level of the employees having 5-8 years in the same organization is found highest.

39. In the experience group above 8 years again there is a slight drop in job satisfaction level is noticed.

40. The job satisfaction level is also affected by position in the organisation, managerial or non managerial.

41. The job satisfaction level among managerial employees (56.04) is found lower than the group average job satisfaction level (56.19).
42. The job satisfaction level in the non managerial position (56.04) is found higher than the average group job satisfaction level (56.19).

43. The job satisfaction level of those whose spouse is working (56.44) found above group average job satisfaction level (56.19).

44. The job satisfaction level of those employees whose spouse is not working (56.12) found lower than the group average job satisfaction level (56.19).

45. The average job satisfaction level in the group of employees whose spouse is working has higher job satisfaction level than non working spouse group.

46. The job satisfaction level of the employees having own house in the city they are working (56.93) is higher than the group average job satisfaction level (56.19).

47. The job satisfaction level (54.87) of those who do not own house in the city they are working has lower than the group average job satisfaction level (56.19).

48. There is substantial difference observed in job satisfaction level of employees having own house and not having own house.

49. The job satisfaction level in the salary group Rs 2-3.5 lacks is found (56.76) above the group average job satisfaction level (56.19).

50. There is a drop in job satisfaction level (54.83) in the second salary group Rs 3.51-5 lack compare to the initial salary group (56.76).
51. The job satisfaction (56.9) is found highest in the salary group Rs 5.1 – 10 lacks.

52. The job satisfaction level (54.00) is found lowest in the salary group above Rs 10 lacs.

53. The organizational commitment in the age group 20-25 was highest (51.50).

54. The organizational commitment in the age group 35-40 was lowest (50.33).

55. The organizational commitment has shown repeatedly drop since highest in the first age (20-25) group to lowest in the last age group (35-40).

56. The organizational commitment in age group 20-25 and 25-30 was higher than the average group transitional commitment (50.69)

57. The organizational commitment in age group 30-35 was at par with the group organizational commitment (50.69).

58. The organizational commitment is showing an initial high level commitment and than repeatedly drop in all age groups.

59. The female employees have shown lower organizational commitment (49) than group average organizational commitment level (50.69).

60. The male employees have shown higher organizational commitment (51.05) than group average organizational commitment(50.69).

61. Organizational commitment among male employee is found higher than organizational commitment of female employees.
62. In the professionally qualified education group organizational commitment (48.72) is found lower than the group average organizational commitment level (50.69).

63. In case of non professionally qualified employee group organizational commitment (52.38) is found higher than the group average organizational commitment (50.69).

64. The average level of organizational commitment in non professionally qualified employees is found higher than commitment of professionally qualified commitment.

65. The dependent group having dependents 0-2 has shown highest organizational commitment level (62).

66. The dependent group of 3 dependents has shown lowest organizational commitment (50.50) below group average transitional commitment (50.68).

67. The dependents 4 and above have registered organizational commitment (50.70) at par the group average organizational commitment (50.69).

68. The organizational commitment level of married employees (511.07) is found higher than group average organizational commitment level (50.69).

69. In case of unmarried employees the organizational commitment (50.33) is lower than the group average organizational commitment level (50.69).
70. Married employees have shown higher organizational commitment than unmarried employees working in selected organized retail outlets under study.

71. There is increase in organizational commitment level in the experience age group 0-2 years and 2-5 years of experience in retail sector.

72. The organizational commitment level declines in the retail experience group of 5-8 years.

73. There is an increase in organizational commitment level in the experience group above 8 years of retail sector experience.

74. With change in year of experience from initial there is an increase in organizational commitment in experience group 2-5 years and further drop in later age 5-8 years of service experience in retail industry.

75. The employees having experience of working in the same organization for the period 0-2 years have shown organizational commitment level (50.79) above group average organizational commitment level (50.68).

76. The employees having work experience 2-5 years in the same organization have shown decline in organizational commitment (50.36) from initial level (50.79).

77. In the work experience in the same organization for the group 5-8 years there is an increase in organizational commitment (51.22) observed from earlier level 2-5 years (50.36).
78. The organizational commitment (52) in the employees having above 8 years work experience in the same organization is found highest.

79. The organizational commitment in experience group 2-5 years has shown organizational commitment below group average organizational commitment.

80. The U curve is found in organizational commitment of the employees working in same organization for the period 0-2 years, 2-5 years, 5-8 years and above 8 years.

81. Organizational commitment level in the other industry work experience group above 8 years is found highest in the group.

82. There is steep decline observed from the highest in the work experience group 0-2 years to lowest in 5-8 years other industry work experience group.

83. The organizational commitment (50.00) in the other industry experience group 5-8 years is found lowest.

84. The increase organizational commitment is found from other industry experience group 5-8 years to above 8 years experience from (50) to (53).

85. No female is found in the other industry experience group 5-8 years and above 8 years.

86. The organizational commitment in the 2-5 years total work experience group is found lowest (49.33).
87. The organizational commitment in above 8 years total work experience group is found highest (51.15).

88. There is steep growth in the organizational commitment is observed in total work experience group that is 2-5, 5-8 and above 8 years.

89. The organizational commitment level of respondents having own house in the city they are working (51.11) is higher than the group average organizational commitment level (50.68)

90. The organizational commitment (50.15) level of those who do not have own house in the city they are working has lower than the group average organizational commitment level (50.68).

91. Organizational commitment among employees in managerial position is found lowest (50.50) which lower than the group average organizational commitment level (50.68).

92. The Organizational commitment (51.20) among no managerial employees is found higher than the average Organizational commitment of the group (50.68)

93. Employees in managerial position have lower organizational commitment than employees in non managerial position.

94. The organizational commitment level (49.67) is found below the group average organizational commitment (50.70) in those employees whose spouse is working.
95. The organizational commitment whose spouse is not working have higher organizational commitment (51.06) above the group average organizational commitment.

96. The level of organizational commitment of the employees in the salary range 2-3.5 lacks is found highest (51.63)

97. There is decline in organizational commitment is observed in the salary range 3.5-5 lacks

98. The organizational commitment in 3rd salary range 5.1-10 lacks is found (50.20) small increase from the organizational commitment of the salary range 3.51-5 lacks (50.00)

99. The organizational commitment in different salary groups have shown steep decline.

100. The organizational commitment in third salary group 5.1-10 lacks is found (50.20) small increase from the organizational commitment of the salary group 3.51-5 lacks (50.00).

101. In the higher salary range above 10 lacks the organizational commitment is found (49.20) which is the lowest value in all salary groups.

102. The organizational commitment in different salary range have shown steep decline from lower salary group (Rupees 2-3.5 lacs) to higher group (Rupees above 10 lacs).

103. The job satisfaction has highest level is 61.00 and lowest level is 52.34.
104. The organizational commitment has highest value 62.00 and lowest 48.72.

105. The job satisfaction of the employees having 0-2 dependent is found highest among all levels and group (61.00).

106. The organizational commitment of the employees having 0-2 depends is found highest among all groups and levels (62.00).

107. The organizational commitment is professionally qualified employees is found lowest value (48.72).

108. The job satisfaction in 5-8 years retail industry experience is found lowest job satisfaction (52.34).

109. Five variables such as education, own house in city, organizational commitment, other industry work experience and present status in the organization have shown strong and significance relationship with job satisfaction.

110. The strongest positive relationship job satisfaction has with education.

111. The second important negative relationship job satisfaction has shown with own house in the working city.

112. The third most important relationship is between job satisfaction and organizational commitment which has shown positive relationship with job satisfaction.

113. Other industry work experience has negative relationship with job satisfaction.
114. The position, managerial or non managerial, has shown negative relationship with job satisfaction.

115. In age wise analysis in the group 20-25 years job satisfaction is completely explained by one variable sex.

116. In age group 25-30 years education, other industry experience, organizational commitment, retail industry experience and total work experience has shown significance relationship with job satisfaction.

117. In the age 25-30 years educational qualification, organizational commitment and retail industry experience has shown positive relationship.

118. Other industry experience and total work experience has shown negative relationship with job satisfaction in the age group 25-30 years.

119. In age group 30-35 years out of 13 demographic variables 12 variables have shown significant relationship with job satisfaction. own house in the city present status, education, total work experience same organization work experience, marital status and salary has negative relationship. Organizational commitment other industry experience spouse working has shown increase in job satisfaction.

120. In age 35-40 years same organizational work experience has shown positive impact on job satisfaction where as own house in the city present organizational position, number of dependents salary, and organizational commitment and retail industry experience which negative relationship.
121. In sex wise analysis in female employees affective commitment and position in the organization has defined positive relationship with job satisfaction. Affective commitment has defined 99.90 % role in explaining job satisfaction.

122. In case of male employees the job satisfaction has shown positive significant relationship with education, affective commitment and normative commitment and negative relationship with own house in the city and other industry work experience.

123. On analysis of job satisfaction on married employees, organizational commitment has defined positive variance and age, own house in the city has shown negative relationship.

124. In case of unmarried employees job satisfaction is defined by education, age organizational commitment, retail industry work experience, salary and sex.

125. In case of unmarried employee total work experience and present status in the organization (managerial and non managerial) has shown inverse relationship with job satisfaction.

126. Organizational commitment has shown positive relationship with job satisfaction, education, total work experience and spouse working and negative relationship with retail industry work experience and number of dependents. This shows that with increase level of education, total work
experience, spouse working and job satisfaction organizational commitment may be enhanced.

127. Job satisfaction is showing significance relationship with organizational commitment, affective commitment and normative commitment and insignificant relationship with continuous commitment.

128. The job satisfaction has shown relationship with affective commitment (AC) and normative commitment (NC).

129. Job satisfaction has the relation with Strong NC and moderate AC and weak CC.

130. There is a relation of AC, NC with CC with OC. The relationship is leading to low AC and strong CC and very strong NC.

5.2 INTERPRETATION OF FINDINGS

(1). The dropping in job satisfaction is observed with increase in number of dependents of employees is observed this is probably due the fact that with increase in number of dependents lead to higher financial requirement and responsibility. With increase in financial requirement or other responsibility limits the freedom of job choices. The limitation of job choice and job freedom shapes the job attitude and behavior of an individual and limiting freedom of job choices and attitudes result in lower job satisfaction among the employees working in selected
organized retail outlets in India. The findings of present research is in line with earlier research studies of Doran et al. (1991).

(2). Lower job satisfaction is observed in case of married employees but the difference was not substantial. In case of married individuals social responsibilities and financial requirements are high. If other responsibilities and financial requirements are high this leads to diversion in attitude and behaviour, and individual finds himself attached to other financial and social responsibilities. In that case he failed to compliance the job requirements and that leads to lower job satisfaction. Therefore in case of married employees working in organized retail outlets in India lower job satisfaction level is observed. The above result in as per the earlier study of Doran et al. (1991), Brett at al. (1995).

(3). In case of fewer dependents organizational commitment observed is highest, and with increase in number of dependents it has registered a substantial drop in organizational commitment. The lower organizational commitment in case of increasing dependents is probably due to the fact that with increase in number of dependents there is an increase in financial requirement and financial requirements moderate the relationship between organizational commitment and performance therefore with increase in number of dependents drop in organizational
commitment is observed among employees of selected organized retail outlets in India. The above result is in line with the earlier research result of Mathieu and Zajac (1990) and Brett et al. (1995).

(4). The job satisfaction level in case of working spouse is found higher compared to non working spouse probably this is due to the fact that those having working spouse felt less financial dependence which leads to more devotion for the job. The more devotion to job leads to improved or better performance and that directs to a good pleasurable state, and pleasurable outcome gives satisfaction in the job. The above findings of present research is in line with earlier research studies of Ehrenberg and Smith, 1988)

(5). In this study lower organizational commitment is found in those whose spouse is working this result indicates that organizational commitment is inversely related in case of working spouse. This is contrary to earlier study of Brett et al. (1995). Firstly, it is due to reason that those whose spouse are working are feeling less financial dependence and lower pressure to continue the relationship with the organization and particularly retail jobs are not perceived as respectable jobs. Therefore, employees working in selected organized retail outlets search for other job opportunities and in result felt reduced attachment with the organization. Secondly, in organized retail industry transfers are
frequent feature. If one partner is working his or her chances of mobility is less and to avoid it individual searches of other job opportunities. This leads to searching for change in organization and impacting lower organizational commitment.

(6) From above data we can infer that Job satisfaction is showing significance relationship with organizational commitment, affective commitment and normative commitment and insignificant relationship with continuous commitment. The positive correlation between job satisfaction and organizational commitment and affective commitment which is due the fact both are affective in nature and both have common antecedents, whereas it is found that organizational commitment has strongest relationship with NC in organized retail outlets.

(7) In organized retail sector we have found a moderate relation between job satisfaction and organizational commitment and affective commitment. The result is in line to the fact job satisfaction and affective commitment should both be considered in efforts to understand and manage employees’ behaviour. (Tett and Meyer, 1993).

(8) In our study we have found the relation of AC, NC with CC with OC. The relationship is leading to low AC and strong CC and very strong NC this shows that employees are feeling of indebt obligation and will
reduce the tendency for reduce citizenship behaviour which is in line the research work of (Gellatly et al., 2006).

(9) The level of job satisfaction among employees of selected organized retail outlets in early age of employment was found lower which is due to the fact the retail sector is offering very high and easy employment opportunity in India and youths are entering into retail employment either as a part time assignment or actual permanent and long term employment. And the retail jobs are considered lower valued jobs but when they found no real the nature of retail job when with which is probably due to the fact that being a new sector. The above result is confirming earlier study of Rhoads et al. (2002).

(10) The commitment in the age group 20-25 was highest against all age groups and subsequently dropped to lowest in 35-40 age groups. In early period of employment and it found that they up to 2 Therefore all most all have their early period of their career. And the highest level of commitment confirms the study of Mowday et al, 1982, Meyer and Allen, 1997).

(11) Professionally are found more job satisfied than non professionally qualified. The significant relationship between these two variables could be due to the fact that higher the education the person forgets and ignores the small petty issues which arise in the employment life of an
individual because he rationalizes many things with education which may not happen with a less educated person. That could be the reason for significant relationship between these two variables.

(12) Compared to organizational commitment in male and female it is found that organization commitment is found lower. This is probably due the fact that in Indian society females have to discharge dual responsibility in job as well family. The organizational commitment has direct linked to other job behaviour like intention to leave, turnover and organizational citizenship behaviour. In case of male employees the higher organizational commitment is due to the fact that male needs association with organization because of responsibility of being earning member of family. And showing commitment is must for their survival in the organization. All these are related to long term association in the organization. Because of dual responsibility females prefer to give preference to family life instead of job. Therefore, female employees have shown lower organizational commitment compared to male. This result is contrary to earlier study of Marsden, Kalleberg and Cook (1987), in this study they have shown that females show higher organizational commitment in Australia. And in Australia the societal structure is different from Indian society probably this is the difference which may be major cause of difference in result.
(13) Females have shown higher job satisfaction than job satisfaction of males. Since females are by nature more satisfied with their work because they expect little from the job and the organization. This result is in line with the earlier work of (McNeely, 1984) show that female employees are more satisfied than male employees.

(14) The relationship of job satisfaction with organizational commitment is found to be very strong and positive. The reverse relationship is also found significance. This is probably due to the fact that both job satisfaction and organizational commitment are result of pleasurable experience and emotional attachment with job and from organization. This confirms the earlier research studies of (Mathieu and Farr, 1991).