

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, ECONOMICS & MANAGEMENT

IJRCM



A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

Indexed & Listed at:

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., EBSCO Publishing, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A., Google Scholar,

Open J-Gate, India [link of the same is duly available at Infibnet of University Grants Commission (U.G.C.)],

The American Economic Association's electronic bibliography, EconLit, U.S.A.,

Index Copernicus Publishers Panel, Poland with IC Value of 5.09 & number of libraries all around the world.

Circulated all over the world & Google has verified that scholars of more than 5220 Cities in 187 countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

<http://ijrcm.org.in/>

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	RECENT SCENARIO OF INVESTMENT IN INDIAN MUTUAL FUND INDUSTRY <i>R. D. SIKCHI & ROHIT</i>	1
2.	COMPARATIVE STUDY OF CROPPING PATTERN IN TRIBAL DISTRICTS OF HIMACHAL PRADESH: A CASE STUDY OF DISTRICT KINNAUR AND LAHAUL & SPITI <i>DR. DEVENDER SHARMA & HEERA BHAGTI</i>	6
3.	REVIEW OF LITERATURE ON INDIAN DAIRY INDUSTRY <i>E. VENU MADHAVI & DR. B. K. SURYA PRAKASA RAO</i>	10
4.	WOMEN ENTREPRENEURSHIP DEVELOPMENT IN INDIA: ISSUES AND CHALLENGES <i>FLORIN SHELOMITH SOANS & SHRIPATHI KALLURAYA K.P.</i>	15
5.	IMPACT OF BUSINESS RISK, GROWTH, AND LIQUIDITY ON THE CAPITAL STRUCTURES: EMPIRICAL ANALYSIS OF AGRO-BASED COMPANIES IN INDONESIA <i>MAYANG BOGAWA, NOER AZAM ACHSANI & HENDRO SASONGKO</i>	19
6.	A STUDY OF FARMERS' PROFILE AND PROBLEMS IN NORTH GOA DISTRICT <i>DR. GAJANAN MADIWAL</i>	24
7.	A STUDY ON SOCIO-ECONOMIC CONDITIONS OF WIDOWS AND INVISIBLE WIDOWS TO ERODE DISTRICT <i>DR. N. MANI & R. RAJALAKSHMI</i>	27
8.	IMPACT OF INDUSTRIAL RELATIONS ON ORGANISATIONAL PERFORMANCE: A STUDY AT SELECT ORGANISATIONS IN BENGALURU <i>V. MANJULA & DR. D. GOVINDAPPA</i>	32
9.	CHALLENGES IN AGRO ENTREPRENEURSHIP IN TAMILNADU, INDIA <i>DR. G. YOGANANDAN & T. VIGNESH</i>	37
10.	IMPACT ON CORPORATE GOVERNANCE WITH TACTIC TO IMPROVE THE ENTREPRENEURSHIP <i>MELBHA. D</i>	40
11.	FACTORS BEHIND INFANT MORTALITY: A COMPARATIVE DISCUSSION IN THE CONTEXT OF INDIA <i>BIKASH SAHA</i>	45
12.	EMPLOYEE ENGAGEMENT: AN OVERVIEW <i>DR. P. REVATHI</i>	49
13.	A STUDY OF PERCEPTION OF EMPLOYEES TOWARDS EMPLOYEE ENGAGEMENT IN RETAIL INDUSTRY <i>CARAL D'CUNHA</i>	52
14.	A CONTRIBUTION TO HEALTH TOURISM RESEARCH: THE CASE OF DEMAND FOR THERMAL RESORTS IN CROATIA <i>ANA ŠTAMBUK, EMA KELIN & IVANA JURIĆ</i>	58
15.	IMPACT OF GST ON INDIAN ECONOMY <i>NAGALAKSHMI G S</i>	66
16.	INTELLECTUAL PROPERTY RIGHTS: A POWERFUL TOOL FOR ECONOMIC DEVELOPMENT <i>MONA KAPOOR & SAMRIDHI SINGH</i>	69
17.	DETERMINANT OF BOND AND FIRM CHARACTERISTICS, MACROECONOMIC FACTORS TO CORPORATE BOND RETURN IN INFRASTRUCTURE, UTILITIES AND TRANSPORTATION SECTOR <i>ADYA RAHMI, DR. LUKYTAWATI ANGGRAENI & DR. TRIAS ANDATI</i>	72
18.	A STUDY ON MERGERS AND ACQUISITIONS FROM THE PERSPECTIVE OF SHAREHOLDERS <i>K. SRAVAN KUMAR</i>	77
19.	A STUDY ON STUDENTS SATISFACTION OF HIGHER EDUCATION INSTITUTIONS IN ERODE DISTRICT <i>U. VISALATCHI</i>	79
20.	A STUDY ON ENTREPRENEURIAL ATTITUDE AMONG THE GRADUATES IN LAKHIMPUR DISTRICT OF ASSAM <i>RASHMI SARDA</i>	82
	REQUEST FOR FEEDBACK & DISCLAIMER	85

CHIEF PATRON**PROF. K. K. AGGARWAL**

Chairman, Malaviya National Institute of Technology, Jaipur
 (An institute of National Importance & fully funded by Ministry of Human Resource Development, Government of India)
 Chancellor, K. R. Mangalam University, Gurgaon
 Chancellor, Lingaya's University, Faridabad
 Founder Vice-Chancellor (1998-2008), Guru Gobind Singh Indraprastha University, Delhi
 Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

FOUNDER PATRON**LATE SH. RAM BHAJAN AGGARWAL**

Former State Minister for Home & Tourism, Government of Haryana
 Former Vice-President, Dadri Education Society, Charkhi Dadri
 Former President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

CO-ORDINATOR**DR. BHAVET**

Faculty, Shree Ram Institute of Engineering & Technology, Urjani

ADVISORS**PROF. M. S. SENAM RAJU**

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

PROF. M. N. SHARMA

Chairman, M.B.A., Haryana College of Technology & Management, Kaithal

PROF. S. L. MAHANDRU

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR**PROF. R. K. SHARMA**

Professor, Bharti Vidyapeeth University Institute of Management & Research, New Delhi

FORMER CO-EDITOR**DR. S. GARG**

Faculty, Shree Ram Institute of Business & Management, Urjani

EDITORIAL ADVISORY BOARD**DR. RAJESH MODI**

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

PROF. SIKANDER KUMAR

Chairman, Department of Economics, Himachal Pradesh University, Shimla, Himachal Pradesh

PROF. SANJIV MITTAL

University School of Management Studies, Guru Gobind Singh I. P. University, Delhi

PROF. RAJENDER GUPTA

Convener, Board of Studies in Economics, University of Jammu, Jammu

PROF. NAWAB ALI KHAN

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

PROF. S. P. TIWARI

Head, Department of Economics & Rural Development, Dr. Ram Manohar Lohia Avadh University, Faizabad

DR. ANIL CHANDHOK

Professor, Faculty of Management, Maharishi Markandeshwar University, Mullana, Ambala, Haryana

DR. ASHOK KUMAR CHAUHAN

Reader, Department of Economics, Kurukshetra University, Kurukshetra

DR. SAMBHAVNA

Faculty, I.I.T.M., Delhi

DR. MOHENDER KUMAR GUPTA

Associate Professor, P. J. L. N. Government College, Faridabad

DR. VIVEK CHAWLA

Associate Professor, Kurukshetra University, Kurukshetra

DR. SHIVAKUMAR DEENE

Asst. Professor, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

ASSOCIATE EDITORS**PROF. ABHAY BANSAL**

Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida

PARVEEN KHURANA

Associate Professor, Mukand Lal National College, Yamuna Nagar

SHASHI KHURANA

Associate Professor, S. M. S. Khalsa Lubana Girls College, Barara, Ambala

SUNIL KUMAR KARWASRA

Principal, Aakash College of Education, ChanderKalan, Tohana, Fatehabad

DR. VIKAS CHOUDHARY

Asst. Professor, N.I.T. (University), Kurukshetra

FORMER TECHNICAL ADVISOR**AMITA**

Faculty, Government M. S., Mohali

FINANCIAL ADVISORS**DICKIN GOYAL**

Advocate & Tax Adviser, Panchkula

NEENA

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS**JITENDER S. CHAHAL**

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

CHANDER BHUSHAN SHARMA

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

SUPERINTENDENT**SURENDER KUMAR POONIA**

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to the recent developments & practices in the areas of Computer Science & Applications; Commerce; Business; Finance; Marketing; Human Resource Management; General Management; Banking; Economics; Tourism Administration & Management; Education; Law; Library & Information Science; Defence & Strategic Studies; Electronic Science; Corporate Governance; Industrial Relations; and emerging paradigms in allied subjects like Accounting; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Rural Economics; Co-operation; Demography; Development Planning; Development Studies; Applied Economics; Development Economics; Business Economics; Monetary Policy; Public Policy Economics; Real Estate; Regional Economics; Political Science; Continuing Education; Labour Welfare; Philosophy; Psychology; Sociology; Tax Accounting; Advertising & Promotion Management; Management Information Systems (MIS); Business Law; Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labour Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; International Relations; Human Rights & Duties; Public Administration; Population Studies; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism & Hospitality; Transportation Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic; Web Design and emerging paradigms in allied subjects.

Anybody can submit the **soft copy** of unpublished novel; original; empirical and high quality **research work/manuscript** **anytime** in **M.S. Word format** after preparing the same as per our **GUIDELINES FOR SUBMISSION**; at our email address i.e. infoijrcm@gmail.com or online by clicking the link **online submission** as given on our website (**FOR ONLINE SUBMISSION, CLICK HERE**).

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

DATED: _____

THE EDITOR

IJRCM

Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF _____.

(e.g. Finance/Mkt./HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)

DEAR SIR/MADAM

Please find my submission of manuscript titled ' _____ ' for likely publication in one of your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published anywhere in any language fully or partly, nor it is under review for publication elsewhere.

I affirm that all the co-authors of this manuscript have seen the submitted version of the manuscript and have agreed to inclusion of their names as co-authors.

Also, if my/our manuscript is accepted, I agree to comply with the formalities as given on the website of the journal. The Journal has discretion to publish our contribution in any of its journals.

NAME OF CORRESPONDING AUTHOR

Designation/Post*

Institution/College/University with full address & Pin Code

Residential address with Pin Code

Mobile Number (s) with country ISD code

Is WhatsApp or Viber active on your above noted Mobile Number (Yes/No)

Landline Number (s) with country ISD code

E-mail Address

Alternate E-mail Address

Nationality

* i.e. Alumnus (Male Alumni), Alumna (Female Alumni), Student, Research Scholar (M. Phil), Research Scholar (Ph. D.), JRF, Research Assistant, Assistant Lecturer, Lecturer, Senior Lecturer, Junior Assistant Professor, Assistant Professor, Senior Assistant Professor, Co-ordinator, Reader, Associate Professor, Professor, Head, Vice-Principal, Dy. Director, Principal, Director, Dean, President, Vice Chancellor, Industry Designation etc. **The qualification of author is not acceptable for the purpose.**

NOTES:

- a) The whole manuscript has to be in **ONE MS WORD FILE** only, which will start from the covering letter, inside the manuscript. **pdf. version is liable to be rejected without any consideration.**
 - b) The sender is required to mention the following in the **SUBJECT COLUMN of the mail:**
New Manuscript for Review in the area of (e.g. Finance/Marketing/HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)
 - c) There is no need to give any text in the body of the mail, except the cases where the author wishes to give any **specific message** w.r.t. to the manuscript.
 - d) The total size of the file containing the manuscript is expected to be below **1000 KB**.
 - e) Only the **Abstract will not be considered for review** and the author is required to submit the **complete manuscript** in the first instance.
 - f) **The journal gives acknowledgement w.r.t. the receipt of every email within twenty-four hours** and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of the manuscript, within two days of its submission, the corresponding author is required to demand for the same by sending a separate mail to the journal.
 - g) The author (s) name or details should not appear anywhere on the body of the manuscript, except on the covering letter and the cover page of the manuscript, in the manner as mentioned in the guidelines.
2. **MANUSCRIPT TITLE:** The title of the paper should be typed in **bold letters, centered and fully capitalised**.
 3. **AUTHOR NAME (S) & AFFILIATIONS:** Author (s) **name, designation, affiliation (s), address, mobile/landline number (s), and email/alternate email address** should be given underneath the title.
 4. **ACKNOWLEDGMENTS:** Acknowledgements can be given to reviewers, guides, funding institutions, etc., if any.
 5. **ABSTRACT:** Abstract should be in **fully italic printing**, ranging between **150 to 300 words**. The abstract must be informative and elucidating the background, aims, methods, results & conclusion in a **SINGLE PARA**. **Abbreviations must be mentioned in full**.
 6. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of **five**. These should be arranged in alphabetic order separated by commas and full stop at the end. All words of the keywords, including the first one should be in small letters, except special words e.g. name of the Countries, abbreviations etc.
 7. **JEL CODE:** Provide the appropriate Journal of Economic Literature Classification System code (s). JEL codes are available at www.aea-web.org/econlit/jelCodes.php. However, mentioning of JEL Code is not mandatory.
 8. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER**. **It should be free from any errors i.e. grammatical, spelling or punctuation. It must be thoroughly edited at your end.**
 9. **HEADINGS:** All the headings must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
 10. **SUB-HEADINGS:** All the sub-headings must be bold-faced, aligned left and fully capitalised.
 11. **MAIN TEXT:**

THE MAIN TEXT SHOULD FOLLOW THE FOLLOWING SEQUENCE:**INTRODUCTION****REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESIS (ES)****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****LIMITATIONS****SCOPE FOR FURTHER RESEARCH****REFERENCES****APPENDIX/ANNEXURE****The manuscript should preferably be in 2000 to 5000 WORDS, But the limits can vary depending on the nature of the manuscript.**

12. **FIGURES & TABLES:** These should be simple, crystal **CLEAR, centered, separately numbered** & self-explained, and the **titles must be above the table/figure. Sources of data should be mentioned below the table/figure. It should be ensured that the tables/figures are referred to from the main text.**
13. **EQUATIONS/FORMULAE:** These should be consecutively numbered in parenthesis, left aligned with equation/formulae number placed at the right. The equation editor provided with standard versions of Microsoft Word may be utilised. If any other equation editor is utilised, author must confirm that these equations may be viewed and edited in versions of Microsoft Office that does not have the editor.
14. **ACRONYMS:** These should not be used in the abstract. The use of acronyms is elsewhere is acceptable. Acronyms should be defined on its first use in each section e.g. Reserve Bank of India (RBI). Acronyms should be redefined on first use in subsequent sections.
15. **REFERENCES:** The list of all references should be alphabetically arranged. **The author (s) should mention only the actually utilised references in the preparation of manuscript** and they may follow Harvard Style of Referencing. **Also check to ensure that everything that you are including in the reference section is duly cited in the paper.** The author (s) are supposed to follow the references as per the following:
 - All works cited in the text (including sources for tables and figures) should be listed alphabetically.
 - Use (ed.) for one editor, and (ed.s) for multiple editors.
 - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc., in chronologically ascending order.
 - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
 - The title of books and journals should be in italic printing. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
 - For titles in a language other than English, provide an English translation in parenthesis.
 - **Headers, footers, endnotes and footnotes should not be used in the document. However, you can mention short notes to elucidate some specific point,** which may be placed in number orders before the references.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:

BOOKS

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19-23

UNPUBLISHED DISSERTATIONS

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

- Garg, Bhavet (2011): Towards a New Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

A STUDY OF PERCEPTION OF EMPLOYEES TOWARDS EMPLOYEE ENGAGEMENT IN RETAIL INDUSTRY

CARAL D'CUNHA

ASST. PROFESSOR

NL DALMIA INSTITUTE OF MANAGEMENT STUDIES & RESEARCH
MUMBAI

ABSTRACT

Retail sector is one of the fastest growing sectors in India, especially over the last few years. The success of the any retail sector depends upon their employee's engagement towards their organization and also customers. The paper is an attempt to measure the level of employee engagement in retail organization. Also, to study the variation of employee engagement with the change in key dimensions such as wellbeing, involvement, fairness, information. The study is adopted structured questionnaire to collect the primary data. The study can help to understand how employee engagement varies with the change of key dimensions and present level of engagement. So that retail companies can focus on the key dimensions to improve the engagement level in enhancing customer satisfaction.

KEYWORDS

employee engagement, WIFI model, retail industry.

INTRODUCTION



One of the major challenges today involves fully engaging talented people, capturing their minds and hearts at each stage of their work, lives, in order to retain them. Some employees tend to love their organisation so much that they are willing to expend greater effort beyond their call of duty, so that the organisation benefits. Such emotional connection with the organisation/profession is called engagement and such employees are termed as more engaged employees.

Employee engagement is associated with many desirable outcomes, such as job satisfaction, intention to stay and job performance. Companies with a greater number of engaged employees typically have lower operating costs, higher customer satisfaction and higher profits. There is a tangible monetary benefit to companies investing time and resources in fostering higher engagement within their employees.

The task of precisely defining employee engagement activities is still ongoing, but it is most often defined in terms of behaviours exhibited in the workplace. Engaged employees are prepared to go the extra mile in pursuit of work place excellence. They are ambassadors for their organisations, who will speak highly of the company and its people, even when they are not in a work setting. An engaged employee is identifiable by workplace behaviours such as losing track of time as they are so absorbed in the task at hand.

OBJECTIVES

1. To study the level of employee engagement in Dmart.
2. To understand employees perception about employee engagement with respect to Well-being, Involvement, Fairness and Information.

LITERATURE REVIEW

According to Schmidt (1993), employee engagement is a modernized version of job satisfaction and it is a part of employee retention. Various consultancy companies and writers gave their opinion on engagement in many ways and few among which gives meaning to the today's retail environment engagement process. According to Harter (2002), engagement is an element of broader category of ideas known as well-being at work, which embraces emotional and cognitive elements. He views engagement as a driver of intermediate outcomes such as job satisfaction, commitment, fulfilment, caring and positive behaviors. Tower Perin(2003) points out that engagement is an invoking emotion and rational factors relating to work and the overall experience of work: emotional factors are linked with 'staff satisfaction, a sense of inspiration and the affirmation they get from their work and from being part of the organization'. Kahn (1990) defines employee engagement as the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. Employee Engagement is the positive feeling that employees have towards their jobs and also the motivation and effort they put into it (Macey & Schneier, 2008). According to Seijts & Crim (2006). Truly engaged employees are attracted to, and inspired by, their work ("I want to do this"), committed ("I am dedicated to the success of what I am doing"), and fascinated ("I love what I am doing")

EMPLOYEE ENGAGEMENT IN Dmart

STAFF ATTRITION AT Dmart in RELATION WITH JOB SATISFACTION

In Dmart at store level most of the employees are college students and undergraduates due to which the attrition is high. Many employees leave due to further studies, unsatisfied policies, low salaries, health problems, workload and inflexible corporate attitudes.

THE DETERMINANTS OF ATTRITION AT Dmart

1. Employees are concerned about the physical conditions of comfort, convenience, and safety. The working hours are very long and they are provided with less salary.
2. Even though employers respect and value employees. Sometimes employees feel that they are given no importance. Finally, they're not motivated to stay. Employees move to a place where they get the respect, motivation and appreciation.
3. At Dmart, employees are frustrated by too many rules of supervisors or peers, employees look for other opportunities.
4. Most of the old employees are job-oriented due to which the goal of working for Dmart is not clear. The desire is for training and development. If the employees don't find the growth opportunities with one organization, the employees move to the other organization where they can find career growth.
5. It is true that the employees want fair compensation. They often contend that —you can't pay me enough to stay here||. Sometimes employees don't mind to compromise at the other things if the salaries paid are good.

STORE LEVEL - EMPLOYEE ENGAGEMENT ACTIVITIES

Employee engagement is very important activity in the organization because fun and change is very necessary for the employee and it's also helpful in team building, creates belongingness towards company and motivates the employees of the organization. In Dmart the activities are conducted on regular basis with different ideas initiation taken by the management which is as follows:

- Star of the month
- Cultural program
- Birthday celebration
- Store anniversary
- Officer Lunch
- Best performer Board (monthly basis on the board name and photo are displayed)
- Sports event (cricket, Badminton, Kho-Kho)

- Festival celebration (On this day employee can come in casual dress)
- Organizational Trip (this trips are basically at middle and top management level)
- Incentive program
- Creative activities (Painting, Rangoli, Sandwich, Bhel making Competitions)
- Helping hand (In Diwali all back-end staff help in customer service at store level)

MANAGER'S ROLE IN DRIVING EMPLOYEE ENGAGEMENT

Managers are a step ahead in knowing their people than HR. Managers play a critical role in internal branding at Dmart. Managers have a key role to play encouraging motivation among their team. Every day to build, sustain employee engagement they are committed and identify the staff weak areas and develop them. Make the workplace fun. Managers select the right talent, makes new joiners feel valued by personal touch to help smoothly merge in teams. Communicate regularly with reviews and reward employee's loyalty.

RESEARCH METHODOLOGY

Data collection: The data is collected from primary and secondary data sources utilized. Well-structured questionnaires were prepared & the survey was undertaken. Feedback for the display has been taken by asking questions to employees & observation has also done to gather primary information. The secondary data is collected from the relevant records of selected company various books, and related websites

Sampling method: Since the study is restricted to retail sector in Dmart, all the respondents are found at the store only so according to the convenience, randomly they are being picked.

Sample size: A sample size of 100 respondents contacted during this research work. Sampling helped in keeping the path of research in focus throughout the work.

Questionnaire: The questionnaire is based on simple WIFI model to answer the questions related to Well-being, Involvement, Fairness and Information. Time allotted to the respondents to answer the questionnaire was less. Problem faced while collecting and filling questionnaire is some of the respondents were hesitant to answer the questionnaire. The respondents were not given choice to answer the questions. Likert scale was used in the questionnaire.

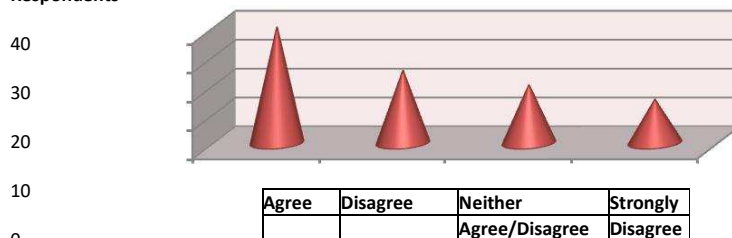
DATA ANALYSIS & INTERPRETATION

DATA ANALYSIS

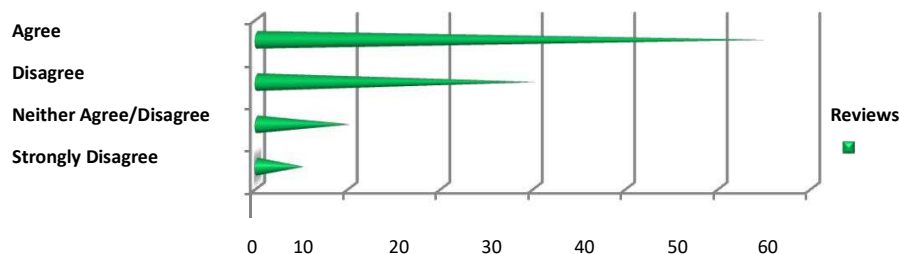
➤ WELL-BEING

1. My immediate line manager cares for me as a person

Respondents

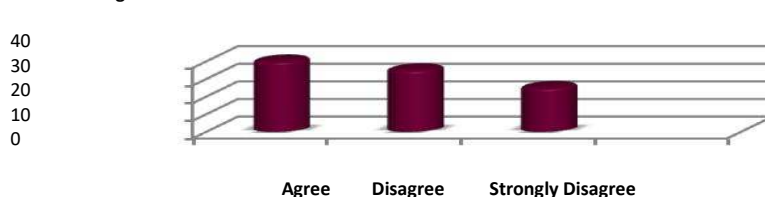


2. The organisation promotes the health and well-being of employees



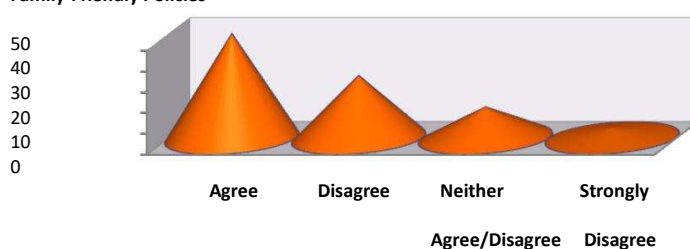
3. I am happy with my work-life balance

Talent Management



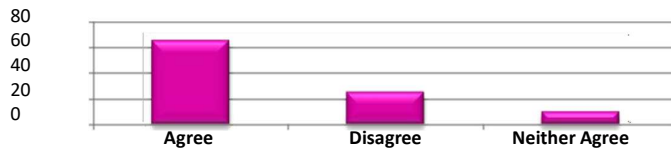
4. The organisation has appropriate family friendly policies

Family-Friendly Policies



5. I have the appropriate resources to do my job well

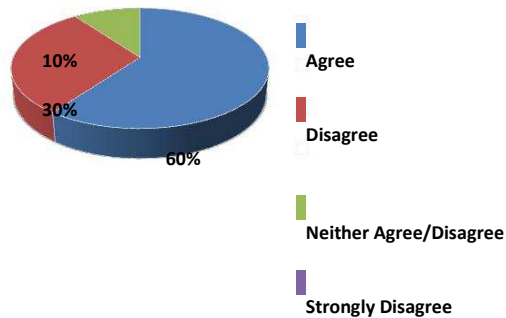
Resources



INFORMATION

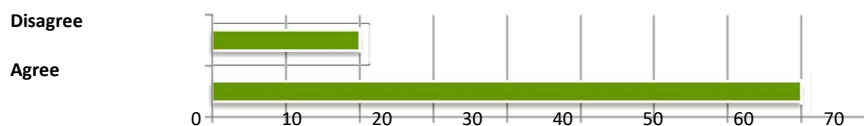
6. I receive timely information to help me do my job well

TIMELY INFORMATION



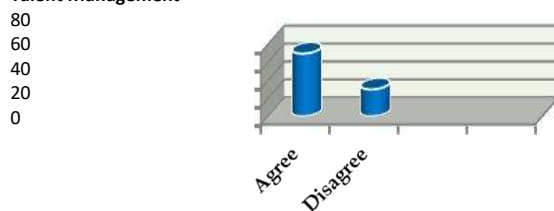
7. The job that I do adds value to the organisation

Respondents



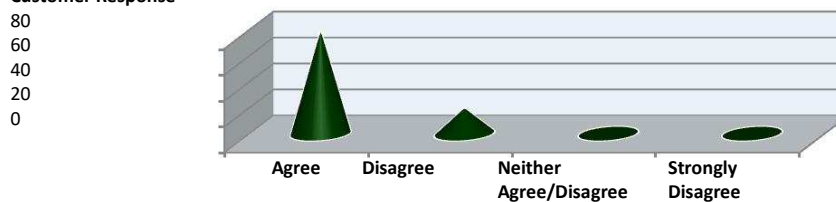
8. I am clear what is expected of me in my role

Talent Management

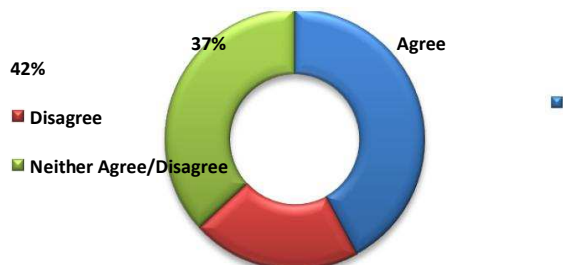


9. I am informed at appropriate intervals about what our customers think about us

Customer Response

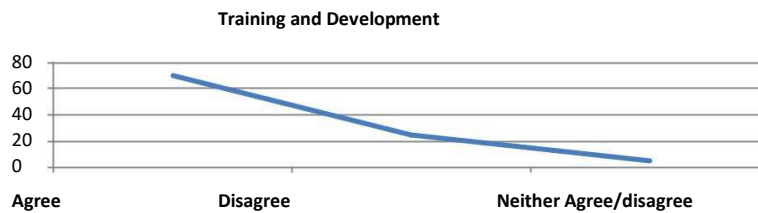


10. I am aware of the values of the organisation



FAIRNESS

11. I receive appropriate training and development to help me do my job well



12. I am satisfied with the opportunities there are to develop my career

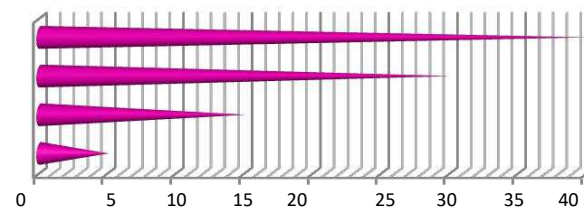
Career opportunities

Agree

Disagree

Neither Agree/Disagree

Strongly Disagree



13. The organisation recognizes and develops people's talents

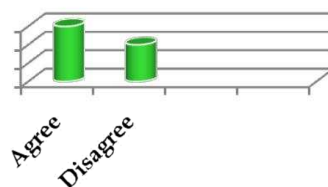
Talent Management

Agree

Disagree

Neither Agree/Disagree

Strongly Disagree



14. I receive appropriate pay and benefits for the job that I do

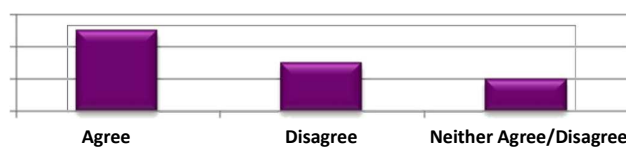
Pay Benefits

Agree

Disagree

Neither Agree/Disagree

Strongly Disagree



15. My manager reviews my performance with me on a one to one basis at least once every week/months

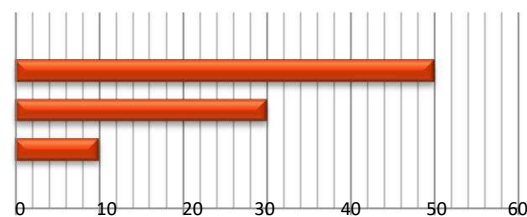
Agree

Disagree

Recognition

Neither Agree / Disagree

Strongly Disagree



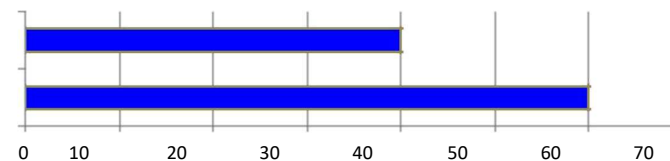
➤ **INVOLVEMENT**

16. I am able to voice my views to my manager

Respondents

Disagree

Agree



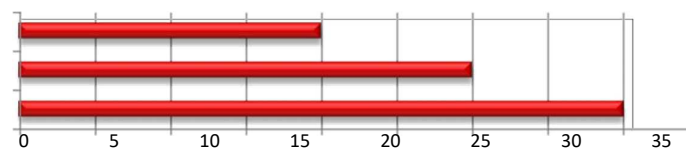
17. My manager listens and acts on my views

Respondents

Neither Agree / Disagree

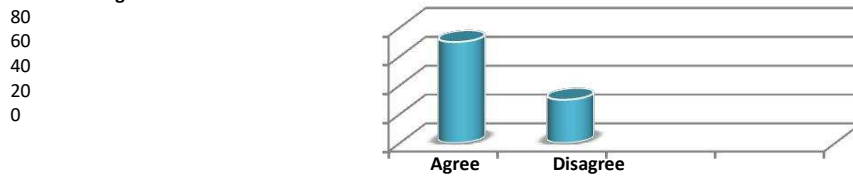
Disagree

Agree

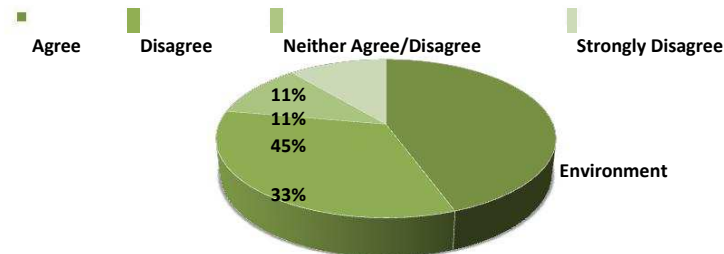


18. Teamwork is encouraged in my work unit

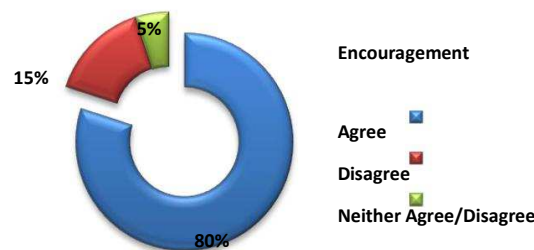
Talent Management



19. I feel part of a family working for this organisation

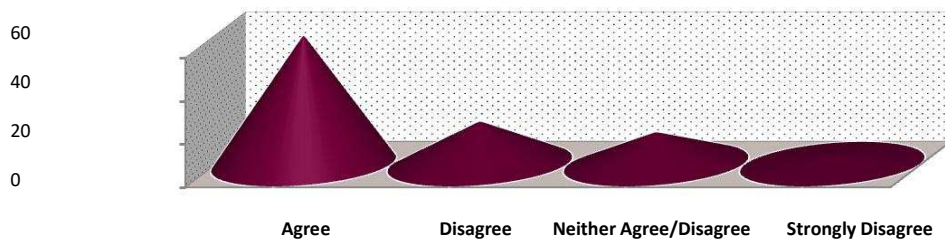


20. I am encouraged to come up with new ways of doing things



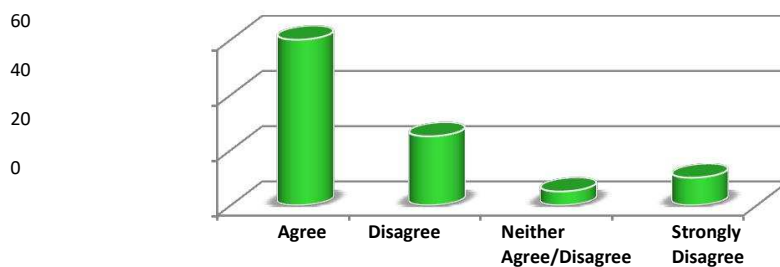
➤ INDICATORS OF THE DEGREE OF ENGAGEMENT

21. I am proud to work for this organisation



22. I would recommend this organisation to others as a good place to work

Good Place to Work



INTERPRETATION

Engaging Employees in the organisation leads to long term success. To increase levels of engagement among the employees WIFI principles were used for analyzing the interpretations from the staff at Dmart. Well-being for the employees has to be increased by showing genuine care for them. Information has to be communicated effectively to show the clear vision and goals for themselves as well as organization.

Fairness should be seen in all aspects of the employee's journey, from hiring the right people through to career and talent management. Involvement has to be actively promoting and encouraging employees to give their views and opinion and take decisions.

According to the survey the level of employee engagement activities at Dmart is high and the involvement of employees is more participative. 60% of the employees are proud to work for this organisation.

The departments in Dmart co-operate with each other. Most of the employees know what is expected from them in work. Every employee is satisfied by their materials and equipment's are provided. At work, the employee has every opportunity to do their best. There is a friendly relation in between the employer and employee.

More than 80% of the employees are clear about their job roles & feels that their job adds value to the organization. The employer accepts the ideas of his subordinate. 62% of employees are willing to recommend Dmart to their family and friends as it is near-by the residential areas. Most of the employees keep themselves upgraded. There is low level of affective commitment among the shop floor employees. 40% of the employees believes that managers listens & acts on their views. 80% of the employees are encouraged to come up with new ways of doing things.

The data shows the employees of the Dmart are highly engaged. They feel being fairly treated with respect to career growth & pay, well informed about their roles & involved by their managers in decision making.

LIMITATIONS

- Employees are at level of under graduation which is difficult to get accurate answers for the questionnaire.
- Some respondents were biased.
- Findings are related to particular store area

CONCLUSION

An organization should recognize employees, more than any other variable, as powerful contributors to a company's competitive position. Therefore employee engagement should be a continuous process of learning, improvement, measurement and action. I conclude that raising and maintaining employee engagement lies in the hands of an organization and requires a perfect blend of time, effort, commitment and investment to craft a successful endeavour.

In Dmart to have better pool on customers means the store outlets need to engage their employees continuously through employee friendly policies and empowerment so that they can be more loyal towards their work and organization. Hence, it is inevitable need for retail organizations to inculcate Employee Engagement Practices in the growing organized retail sector.

REFERENCES

1. Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*, 87, 268-279.
2. Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33, 692-724.
3. Macey, W.H., & Schneider, B. (2008). The Meaning of Employee Engagement, *Industrial and Organizational Psychology*, 1 (1): pp 330.
4. Ramsay, C. S. (2006, May). Engagement at Intuit: It's the people. In J. D. Kaufman (Chair), *Defining and measuring employee engagement: Old wine in new bottles?* Symposium conducted at the Society for Industrial and Organizational Psychology 21st Annual Conference, Dallas, Texas.
5. Robinson, D., Perryman, S., & Hayday, S. (2004). The drivers of employee engagement. IES Report No. 408. Brighton, UK: Institute for Employment Studies.
6. Seijts, G. H., & Crim, D. (2006). What engages employees the most or, The Ten C's of employee Engagement. *Ivey Business Journal Online*. Retrieved from ibjonline@ivey.ca.
7. Tower Perrin (2003): Working today: Studying what drives Employee engagement, a report.

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Commerce, Economics & Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as, on the journal as a whole, on our e-mail infoijrcm@gmail.com for further improvements in the interest of research.

If you have any queries, please feel free to contact us on our e-mail infoijrcm@gmail.com.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward to an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator

DISCLAIMER

The information and opinions presented in the Journal reflect the views of the authors and not of the Journal or its Editorial Board or the Publishers/Editors. Publication does not constitute endorsement by the journal. Neither the Journal nor its publishers/Editors/Editorial Board nor anyone else involved in creating, producing or delivering the journal or the materials contained therein, assumes any liability or responsibility for the accuracy, completeness, or usefulness of any information provided in the journal, nor shall they be liable for any direct, indirect, incidental, special, consequential or punitive damages arising out of the use of information/material contained in the journal. The journal, neither its publishers/Editors/ Editorial Board, nor any other party involved in the preparation of material contained in the journal represents or warrants that the information contained herein is in every respect accurate or complete, and they are not responsible for any errors or omissions or for the results obtained from the use of such material. Readers are encouraged to confirm the information contained herein with other sources. The responsibility of the contents and the opinions expressed in this journal are exclusively of the author (s) concerned.

ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

Our Other Journals

