

EMPLOYEE ENGAGEMENT AND JOB SATISFACTION: A STUDY ON THE EMPLOYEES OF THE ORGANIZED RETAIL INDUSTRY IN SILCHAR CITY

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Abstract

Employee engagement refers to the extent of an employee's enthusiasm and loyalty toward their job, company, and objectives. Engaged employees exhibit a heightened commitment to their employer, leading to superior work quality and indicative job contentment. This research aims to identify prevalent employee engagement strategies within Silchar's retail sector. It also examines employee job satisfaction levels and how engagement practices impact this satisfaction. The study employs surveys to gain insights into engagement and satisfaction within the retail industry. The findings unveil diverse engagement practices including communication, career growth, compensation, and leadership. Various factors influence job satisfaction, including equitable opportunities, training, supervisor recognition, participation in decisions, and work atmosphere. Importantly, the study establishes a substantial positive link between employee engagement and job satisfaction, with career growth emerging as the most influential contributor.

Keywords: *Employee engagement, Job Satisfaction, retail industry, career development*

JEL Code: *L00, J28*

Introduction

Employee engagement and job satisfaction are critical factors in a company's success and advancement. In today's highly competitive business environment, organizations are realizing the importance of creating a positive workplace environment that fosters employee well-being and contentment. Employee engagement and job satisfaction research seek to understand the factors that contribute to employee engagement, the level of dedication employees demonstrate towards their tasks, and their overall job contentment. Engagement entails having a psychological commitment to the task at hand, which is seen in one's engagement with the work. Employee engagement refers to the level of emotional commitment, motivation, and involvement that an employee has toward their work, organization, and goals. Engaged employees are more likely to be satisfied with their work, produce higher-quality work, and be more productive (Hole et al., 2019). On the other hand, job satisfaction is closely related to employee happiness, motivation, and overall workplace success (Dziuba et al., 2020). Job satisfaction is the combination of positive and negative feelings that employees have about their jobs. Fair compensation, work-life balance, benefits, and leave are all important aspects of job satisfaction. Job satisfaction is a subjective concept that differs according to individual perceptions (Raziq & Maulabakhsh, 2015).

Organized retail industry in India

In India, organized retailing has grown significantly and now offers a diverse range of products that provide customers with comfort, style, and convenience (Kohli & Bhagwati, 2011). Food and grocery, apparel, consumer durables, furniture, and other industries are included in this industry (Dash & Chandy, 2009). Employee engagement is critical in the competitive retail environment to maintain high customer service levels and maximize sales. Employee engagement leads to increased sales and customer satisfaction, both of which are critical for the success and development of retail organizations.

Organized retail industry in Silchar City

Silchar City, in the Indian state of Assam's Cachar district, is home to a growing organized retail business. Silchar has seen the rise of many modern retail formats in recent years. Factors such as urbanization, changing consumer preferences, and rising disposable incomes have all contributed to this shift toward organized retail. The city has shopping malls that offer a one-stop shop for various needs. Supermarkets and hypermarkets include food, personal care items household goods, etc. Department stores that offer a wide variety of products under one roof. Speciality stores for electronics retailers, furniture stores, sporting goods businesses, and others. E-commerce and online retail to have access to

online buying platforms as e-commerce grows in India. The organized retail industry in Silchar City has provided residents with convenience, greater product availability, competitive pricing, and a better shopping experience. It has also created job opportunities and helped the city's general economic development.

Review of Literature

Kahn (1990) introduces the concept of employee engagement, defining it as the harnessing of organizational resources and employees' selves to their professional roles. While Mansoor & Hassan (2016) classify employees into engaged, not engaged, and actively disengaged categories. A study conducted by Ng Kim-Soon & Gunasegeri Manikayasagam (2015) finds that transformational leadership, transactional leadership, employee communication, organizational communication, and employee involvement are components of employee engagement. Kamalanabhan et al. (2009) found that employee engagement practices have a significant and positive correlation with job satisfaction. J. (2014) discovers a consistent relationship between engagement and performance. Bedarkar & Pandita (2014) conducted a literature review on employee engagement and focused on three engagement drivers that impact employee performance. Muchlish Mauluddin (2019) finds that employees' performance could be improved by increasing the quality of work engagement, job satisfaction, and work commitment. Chandani et al. (2016) discuss various factors related to employee engagement which have been categorized as macro level and micro level. Bin Shmailan (2016) found that by increasing employee satisfaction and performance, an organization can be successful and enjoy a competitive advantage. Nimon et al. (2016) found a high correlation between the measures of employee engagement and job satisfaction. Wang et al. (2020) used the structural equation modeling technique and confirms that professional identity has a positive impact on employee engagement and satisfaction. A study conducted by Noercahyo et al. (2021) confirms a significant influence of job engagement on job satisfaction but it does not influence organizational performance. Prentice (2022) highlights the importance of HRD and HRM practitioners to evaluate the relevant leadership theories to develop strategies for improved employee engagement practices. Mahajan & Kumar (2018) identified various factors affecting the job satisfaction of an employee such as incentives, monetary and non-monetary benefits, promotions and higher salary play a crucial role. Khusanova et al. (2021) finds a positive association between work meaningfulness, employee engagement and performance. Hossen et al. (2020) confirms that job satisfaction, except training, education and the work environment, mediates the relationship between the practices of ICSR and employee engagement. Osborne & Hammoud (2017) finds three themes, such as rewards and recognition, employee empowerment and bond between leaders and employees play crucial role in

increasing organizational effectiveness through employee engagement. From the above review of literature, it is found that several studies have been undertaken to identify the impact of the factors on employee engagement and job satisfaction. However, no such study is found based on the Silchar region. Thus, the current study aims to understand the influence of employee engagement on the job satisfaction of the employees in the organized retail sector in Silchar.

Objectives of the study

1. To identify the employee engagement practices of the Retail Industry in Silchar City.
2. To study the level of job satisfaction of the employees working in the retail industry.
3. To measure the influence of employee engagement on the job satisfaction of employees

Research Methodology

The objective of the study focuses on the employee engagement practices conducted by the retail industry. Based on the literature review, the study has selected four employee engagement factors, such as career development, communication, leadership, and pay and benefits. The degree of employee engagement practices amongst the outlets is analyzed with the help of descriptive statistics. To understand the level of Job Satisfaction among the employees, the study has found six factors such as work-life balance, work environment, equal and fair opportunities, appreciation from supervisor, training and development, and involvement in decision making. The practices of employee engagement, level of job satisfaction, as well as their degree of presence amongst employees, have been analyzed through the specific questions on a 5-point Likert Scale. To measure the influence of employee engagement on the job satisfaction of employees, regression analysis with one-way ANOVA has been performed. For the study, 135 employees from 6 organized retail industries in Silchar City have been selected based on the convenience sampling technique.

Results

I. Employee engagement practices of the Retail Industry in Silchar City

Table- 1: Overall employee engagement practices

Descriptive Statistics				
Factors	N	Mean	Standard Deviation	Standard .Error Mean
Career Development	135	4.1852	0.69524	0.05984
Communication	135	3.9136	0.59845	0.05151
Leadership	135	3.9426	0.75923	0.06534
Pay and Benefits	135	4.0770	0.52801	0.04544

Source: Data have been compiled with the help of SPSS Descriptive Statistics

Table- 1 describes that the majority of respondents feel career development is the most influencing factor (mean 4.18), followed by pay and benefits (mean 4.07). On the other hand, the least influencing factors are communication with a mean value of 3.91, and leadership 3.94.

Table -2 Organization-based Employee Engagement Practices

Sl No.	Organization	Scope of Career Development	Smooth flow of Communication	Effective Leadership	Adequate Pay and benefits
1	Reliance Trends	4.47	3.98	4.40	4.43
2	Metro Bazar	4.15	4	4.5	3.93
3	Citykart	4.16	4.09	3.92	4.06
4	V2	4.48	4.08	4.45	4.38
5	Vishal	3.45	3.35	3.07	3.36
6	Smart Bazar	4.57	4.48	4.28	4.35

Source- Data collected through a survey with the help of a structured questionnaire

Table- 2 describes organization-based employee engagement practices, where the study finds strong employee engagement practices are being practiced in Smart Bazar across all factors. They have high ratings for career development (4.57), communication (4.48), leadership (4.28), and pay & benefits (4.35). This suggests that Smart Bazar places a strong emphasis on providing growth opportunities, effective communication, strong leadership, and competitive compensation and benefits. Reliance

Trends also performs well in employee engagement practices, particularly in areas such as career development (4.47), communication (3.98), leadership (4.40), and Adequate Pay and benefits (4.43). City Kart receives favorable ratings for career development (4.16) and communication (4.09), however, their ratings for leadership (3.92) and pay & benefits (4.06) indicate the need for further improvement. V2 demonstrates strong employee engagement practices across all factors. Vishal receives relatively lower ratings compared to other organizations in all employee engagement factors. On the other hand, the overall performance of Metro Bazar is found well in employee engagement practices.

Table -3 Age-based Employee Engagement Practices

Sl No.	Age	Scope of Career Development	Smooth flow of Communication	Effective Leadership	Adequate Pay and benefits
1	Below30	3.94	3.73	3.74	3.94
2	30 to less than 40	4.52	4.12	4.24	4.28
3	40 to less than 50	4.65	4.44	4.27	4.32

Source- Data collected through a survey with the help of a structured questionnaire

Table 3 depicts the age-based employee engagement practices divided into four factors. Employees below 30 years of age rating of 3.94, indicating that they value opportunities for growth and advancement in their careers. The rating increases for employees with growing age indicating that career development continues to be important as employees progress in their careers. Employees below 30 rate communication at 3.73, whereas the rating increases for employees in the age group of 30 to less than 40, reaching 4.12, and remains high for the age group of 40 to less than 50, with a rating of 4.44. Employees below 30 rate leadership at 3.74, indicating that they value strong and supportive leadership. The rating increases for employees in the age group of 30 to less than 40, reaching 4.24, and slightly increases for the age group of 40 to less than 50, with a rating of 4.27. Employees below 30, rate pay and benefits at 3.94, suggesting that they consider competitive compensation and attractive benefits as important factors for engagement. The rating increases for employees with growing age.

Table- 4 Gender-based employee engagement practices

Sl No.	Gender	Scope of Career Development	Smooth flow of Communication	Effective Leadership	Adequate Pay and benefits
1	Male	4.15	3.90	3.91	4.02
2	Female	4.24	3.94	3.98	4.17

Source- Data collected through a survey with the help of a structured questionnaire

Table 4 represents Gender-based employee engagement practices. Males rate career development at 4.15, while Females rate career development slightly higher at 4.24, indicating that they highly value opportunities for growth and advancement in their careers. Similarly, the female rating for communication is slightly higher than the male rating indicating that they value effective and transparent communication within the organization. Females rate leadership slightly higher at 3.98 whereas Males rate leadership at 3.91. Females rate pay and benefits higher at 4.17, suggesting that they highly value competitive compensation and benefits

Table- 5 Marital Status based employee engagement practices

Sl No.	Marital Status	Scope of Career Development	Smooth flow of Communication	Effective Leadership	Adequate Pay and benefits
1	Married	4.28	4.01	3.98	4.12
2	Unmarried	4.15	3.88	3.93	4.05

Source- Data collected through a survey with the help of a structured questionnaire

Table 5 represents the marital status-based employee engagement practices. Married employees have a mean engagement score of 4.28 for career development, while unmarried employees have a mean score of 4.15. This suggests that, on average, married employees perceive slightly higher levels of career development opportunities within the organization. In terms of communication, Married employees have a mean engagement score of 4.01, while unmarried employees have a mean score of 3.88. Married employees have a mean engagement score of 3.98 for leadership, while unmarried employees have a mean score of 3.93. This suggests that there is a slight difference in the perception of leadership practices between married and unmarried employees. Finally, married employees have a mean engagement score of 4.12 for pay & benefits, while unmarried employees have a mean score of 4.05.

Table- 6 Education-based employee engagement practices

Sl No.	Education	Scope of Career Development	Smooth flow of Communication	Effective Leadership	Adequate Pay and benefits
1	10 th	2.73	2.89	2.65	3.09
2	12 th	4.07	3.98	3.9	4.16
3	Graduation	4.06	4.06	4.26	4.29
4	Post-Graduation	4.06	4.53	4.2	4.34

Source- Data collected through a survey with the help of a structured questionnaire

Table 6 represents education-based employee engagement practices. In terms of career development, communication, leadership, and pay and benefits employees with post-graduation education have the highest mean engagement score followed by employees with graduation and 12th-grade education.

II. The level of job satisfaction of the employees working in the retail industry

Table- 7 Overall job satisfaction level of employees

Descriptive Statistics			
Factors	N	Mean	Standard .Deviation
Equal and Fair opportunities	135	4.27	0.841
Empowerment	135	4.20	0.799
Work Environment	135	4.15	0.868
Talent Recognition	135	4.22	0.975
Training and Development	135	4.05	1.032
Work-Life Balance	135	3.66	1.259
Valid N (listwise)	135		

Source: Data have been compiled with the help of SPSS Descriptive Statistics

Table- 7 represents descriptive statistics for various employee satisfaction factors. Each factor is represented by the number of observations (N), the mean, and the standard deviation. "Equal and Fair Opportunities" (4.27) has the highest mean score, indicating that employees believe the organization provides equal and fair opportunities on average. Employees feel empowered and recognized for their talents, according to high mean scores for the factors "Empowerment" (4.20) and "Talent Recognition" (4.22). The factors "Work Environment" (4.15 points) and "Training and Development" (4.05 points) have slightly lower mean scores but still indicate positive perceptions. "Work-Life Balance" (3.66) has the lowest mean score, indicating that employees believe the organization has room for improvement in this area.

Table- 8 Organization level of job satisfaction

Sl No.	Organization	Equal and fair opportunities	Work-life balance	Positive work environment	Appreciation from supervisor	Training and Development	Involvement in decision-making
1	Reliance Trends	4.64	4.32	4.45	4.45	4.48	4.45
2	Metro Bazar	4.58	4.41	4.16	4.5	2.33	4.41
3	City kart	4.46	1.88	4.44	4.48	4.68	4.4
4	V2	4.33	3.83	4.25	4.58	4.33	4.58
5	Vishal	3.45	3.57	3.48	3.34	3.34	3.48
6	Smart Bazar	4.5	4.45	4.4	4.7	4.7	4.45

Source- Data collected through a survey with the help of a structured questionnaire

Table- 8 represents the Organization wise level of job satisfaction. Employees at Smart Bazar perform exceptionally well in terms of equal and fair opportunities provided by the organization (4.50), work-life balance (4.45), work environment (4.40), appreciation by their supervisors (4.70), effective training and development opportunities (4.70) and involvement in the decision-making process (4.45). Reliance Trends ranks second in the list with a higher level of job satisfaction in terms of equal and fair opportunities provided by the organization (4.64), work-life balance (4.32), work environment (4.45), appreciation by their supervisors (4.45), effective training and development opportunities (4.48) and involvement in the decision-making process (4.45). Metro Bazar, City Kart, and V2 employees also reported positive satisfaction for all the factors of job satisfaction. On the other hand, Vishal employees show lower job satisfaction in terms of work-life balance (3.57), work Environment (3.48), appreciation from Supervisor (3.34), training and Development (3.34), and involvement in decision-making (3.48).

Table- 9 Age-wise level job satisfaction of employees

Sl No.	Age	Equal and fair opportunities	Work-life balance	Positive work environment	Appreciation from supervisor	Training and Development	Involvement in decision-making
1	Below30	4.09	3.44	4.01	4.13	3.94	4.13
2	30 to less Than 40	4.59	3.83	4.3	4.30	4.07	4.61

3	40 to less Than 50	4.33	4.5	4.4	4.67	4.67	5
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Source- Data collected through a survey with the help of a structured questionnaire

Employees below the age group of 30, give the highest rating to Appreciation from supervisor as 4.13. On the other hand, the lowest rating arrives for Work-life balance is 3.44. Employees between the age group of 30 to less than 40, and 40 to less than 50 give maximum rating to involvement in decision making. Employees below the age group of 30 and Employees between the age group of 30 to less than 40 give the lowest rating for work-life balance, indicating scope for further improvement in this area.

Table- 10 Gender-wise level job satisfaction of employees

Sl No.	Gender	Equal and fair opportunities	Work-life balance	Positive work environment	Appreciation from supervisor	Training and Development	Involvement in decision-making
1	Male	4.36	3.09	4.18	4.00	3.94	4.38
2	Female	4.50	4.25	4.00	4.25	4.14	4.28

Source- Data collected through a survey with the help of a structured questionnaire

Table- 10 represents gender gender-wise level of job satisfaction of employees. Male employees give a maximum rating to the decision-making aspect which means males have a maximum level of involvement in decision-making, which influences their job satisfaction. On the other hand, females give the highest rating to Equal and fair opportunities.

Table 11 Marital Status wise level job satisfaction of employees

Sl No.	Marital Status	Equal and fair opportunities	Work-life balance	Positive work environment	Appreciation from supervisor	Training and Development	Involvement in decision-making
1	Married	4.47	4.29	4.11	4.17	4.05	4.23
2	Unmarried	4.25	4	4.32	4.35	4.25	4.17

Source- Data collected through a survey with the help of a structured questionnaire

Table- 11, represents marital status-wise job satisfaction level. Married employees give the highest rating to Equal and fair opportunities whereas they give the lowest rating to training and development. On the other hand, unmarried employees give the highest rating to Appreciation from the supervisor and the lowest to work-life balance indicating a scope for further improvement.

Table- 12 Education-wise level job satisfaction of employees

Sl No.	Education	Equal and fair opportunities	Work-life balance	Positive work environment	Appreciation from supervisor	Training and Development	Involvement in decision-making
1	10 th	4.23	4.72	3.77	4.31	4.60	4.78
2	12 th	4.65	4.44	3.21	4.89	4.11	3.99
3	Graduation	4.63	3.98	4.3	4.71	4.8	4.6
4	Post-Graduation	3.93	4.90	4.5	3.8	4.54	4.28

Source- Data collected through a survey with the help of a structured questionnaire

Table- 12 represents the level of job satisfaction of employees based on education. In terms of equal and fair opportunities, 12th-class employees give the highest rating 4.65. Postgraduate employees give the highest rating to work-life balance and positive work environment respectively. Whereas employees belonging to the 10th class give the highest rating to involvement in decision-making. The graduate employees give the highest rating to training and development.

III. Measuring the influence of employee engagement on the job satisfaction of employees

Table – 13(a) Regression Analysis

Model Summary					
Model	R	R Square	Adjusted R Square	Std. error of the Estimate	Durbin-Watson
1	.926 ^a	0.857	0.853	0.26681	1.750
a. Predictors:(Constant), PayandBenefits, Communication, Leadership, Career-Development					
b. Dependent Variable: Job Satisfaction					

Source: Data have been compiled with the help of SPSS Regression

Table 13 (a) finds an R-squared value of 0.857 indicating that the predictors included in the model explain approximately 85.7% of the variance in the dependent variable (job satisfaction). A higher R-squared value indicates a better fit of the model to the data. The adjusted R-squared value (0.853) accounts for the number of predictors and sample size. The predictors explain approximately 85.3% of the variance in job satisfaction in this case. The standard error of the estimate (0.26681) represents the average distance

between the observed values of job satisfaction and the predicted values from the regression model.

Table- 13(b) One-way ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	55.561	4	13.890	195.122	.000 ^b
	Residual	9.254	130	0.071		
	Total	64.815	134			
a. Dependent Variable: Job Satisfaction						
b. Predictors:(Constant), PayandBenefits, Communication, Leadership, CareerDevelopment						

Source: Data have been compiled with the help of SPSS one-way ANOVA

The ANOVA table's regression component as shown in Table- 13(b) indicates that the regression model as a whole is statistically significant. At a very low p-value (approximately zero), the F-value (195.122) is significant. This implies that the predictors contribute significantly to explaining the variance in job satisfaction. The sum of squares of 64.815 captures the total variation in job satisfaction.

Table- 13(c) Coefficient

Coefficients ^a						
Model		Non-standardized B	Coefficients Std. Error	Standardized Coefficients Beta	T	Sig.
1	(Constant)	-0.396	0.188		-2.107	0.037
	Career Development	0.399	0.073	0.399	5.483	0.000
	Communication	0.157	0.064	0.135	2.445	0.016
	Leadership	0.184	0.051	0.201	3.572	0.000
	Pay and Benefits	0.363	0.082	0.275	4.436	0.000
a. Dependent Variable: Job Satisfaction						

Source: Data have been compiled with the help of SPSS one-way ANOVA

The constant term (-0.396) represented in Table- 13(c) indicates the estimated mean value of job satisfaction when all predictors are zero, implying that job satisfaction has a negative baseline value when all other predictors are absent. Each predictor coefficient represents the estimated change in job satisfaction for a one-unit increase in the corresponding predictor while holding all other predictors constant. The standardized coefficients represent each predictor's standardized impact on job satisfaction. They show the relative importance of each predictor while accounting for scale differences. The study has found that "Career Development" has the highest relative impact on job satisfaction among the predictors, with a standardized coefficient of 0.399

Discussion

The present study identifies career development and pay and benefits which play a major role in employee engagement practices. On the other hand, communication and leadership are the least influencing factors in employee engagement practices. Smart Bazar has the highest engagement score for career development and pay & benefits. The age-wise employee engagement practices reveal that the rating for career development practices increases as employees get older. Based on gender, females rated career development, communication, leadership, and pay and benefits slightly higher than males. Based on marital status, employees who are married have slightly higher engagement scores for career development, communication, and pay & benefits. Post-graduate employees have the highest engagement score for career development, communication, leadership, and pay & benefits. The overall identification of the level of job satisfaction of employees finds that mean scores for factors such as "Equal and Fair Opportunities," "Empowerment," and "Talent Recognition" are relatively high, indicating that employees believe they are given equal and fair opportunities, they feel empowered, and they are being recognized for their talents. Reliance Trends, Metro Bazar, City Kart, V2, and Smart Bazar have relatively higher levels of job satisfaction compared to Vishal. The level of job satisfaction increases when employees get older. Females tend to have slightly higher ratings in work-life balance and positive work environment compared to males. Based on marital status, married individuals have slightly higher ratings in work-life balance and positive work environment, unmarried individuals have higher ratings in training and development opportunities. Overall, individuals with higher levels of education tend to report higher levels of job satisfaction in various aspects compared to lower levels of educated employees. The results of regression analysis with way ANOVA test confirm that higher levels of job satisfaction are associated with higher levels of Career Development, Communication, Leadership, and Pay and Benefits. Career Development has the highest standardized coefficient of 0.399 among the predictors, indicating that it has the greatest relative impact on job satisfaction.

Conclusion

The present study analyzes the influence of employee engagement on the job satisfaction of employees in the organized retail industry in Silchar City. The analysis of the study reveals that employee engagement practices have a significant influence on job satisfaction. Higher levels of job satisfaction are associated with higher levels of Career Development, Communication, Leadership, and Pay and Benefits. Employees have an overall favorable perception of the organization in areas such as equal chances, fairness, involvement in decision-making, appreciation from supervisors, and the work environment. These positive impressions help to improve overall job satisfaction among employees. However, the study also shows that there is room for growth in terms of work-life balance, as indicated by a lower mean score. This shows that employees may be looking for a better balance between work and home life to increase job satisfaction. The study also suggests improving the lines of communication between management and employees. Further, the organized retail industry in Silchar City needs to focus on leadership. The coordination between superiors and subordinates should be improved to enhance employee engagement in the organized retail industry.

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