

# Retail Employees Wellbeing Model: Testing And Validation

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DOI: 10.47750/pnr.2023.14.02.260

## Abstract

According to the Bureau of Labor Statistics. Between 2004 and 2014, employment of retail salespeople was predicted to grow at the same rate as the average for all occupations. The majority of job opportunities will arise as experienced individuals move on to other occupations or quit for other reasons. As retail sales continue to rise as a result of the rising population, more employment will be generated. A happy and engaged staff is the single most valuable asset in the modern economy. Positive emotions are currently the most researched topic. Employee satisfaction enhances practically all company results, according to extensive study conducted over the last decade. While retail executives can devise plans that painstakingly address market conditions, it will all be for naught if their people are disengaged. When it comes to the customer experience, research consistently backs up an overused but equally accurate adage: the employee experience dictates the customer experience. The study fills the research gap of proposing a conceptual wellbeing model for exclusively for retail employees. The study aims at testing the model with primary data and validate the model statistically. Finally, the conceptual model to be validated with the help of statistical tool confirmatory factor analysis (CFA) by presenting various dimensions of the wellbeing along with scale items.

**Keywords:** Retail, Health, Wellbeing, Retail Employees, CFA, Wellbeing model.

## I INTRODUCTION

The employment of a retail sales worker, often known as "a clerk" or "retail associate," has changed dramatically over the last decade as a result of the rise of internet shopping and the closure of many brick and mortar stores, according to the US Bureau of Labor Statistics. Although retail employees operate in a variety of settings, including department shops, supermarkets, and specialty stores, their primary tasks are the same: to assist consumers in selecting and paying for things in a store.

Employees that work in retail stores offer items to customers. They operate in a number of places, including department stores, drugstores, budget stores, and specialty stores that sell anything from books and gourmet foods to plants, electrical equipment, and other items. The responsibilities of salespeople differ from store to store. In some establishments, salespeople are mostly cashiers. Salespeople scan item price tags, total the order, receive money, make change, wrap purchases, and provide receipts when clients make purchases. They may also deal with exchanged or returned items, stock inventory, unload merchandise, fold garments, and set up displays. Salespeople may attach price tags to new products or reduce the price of things that are already on sale.

In other establishments, salespeople are solely focused on selling products to customers. This is especially true in the case of clothes businesses. Customers who are unsure of what they want frequently seek assistance from store salespeople in making purchase selections. Salespeople may occasionally showcase items while outlining its qualities and applications. Salespeople in department or discount stores frequently specialise in one section and become experts on the products sold there. Workers at tiny businesses, on the other hand, must be knowledgeable with all of the things for sale. Specialty shop salespeople may require particular knowledge. Interior design knowledge is required, for example, by furniture shop salesmen. In an electronics store, salespeople must be familiar with the equipment and features offered in various price levels.

Depending on the store, working conditions in the retail industry differ. The majority of salespeople stand for the most of the

day. Some of the labour may be monotonous, and most stores are busy during rush hours and during the holidays. Salespeople in retail stores might work full or part time. Full-time employees work at least forty hours every week. Evenings, weekends, and even some holidays are common working hours for them. Part-time employees are typically hired during busiest times of the day or in the weeks leading up to major holidays, when sales spike. Many employees are members of labour unions.

Some salespeople at retail stores go on to become department or store managers. Chain shop employees may be promoted to administrative positions at the company's headquarters. Some people use their sales experience to other sales positions. Retail store sales personnel employed 4.3 million individuals in 2004, according to the Bureau of Labor Statistics. Between 2004 and 2014, employment of retail salespeople was predicted to grow at the same rate as the average for all occupations. The majority of job opportunities will arise as experienced individuals move on to other occupations or quit for other reasons. As retail sales continue to rise as a result of the rising population, more employment will be generated.

Employees that have this emotional attachment are more likely to be engaged and care about their work and organisation. Employees that are engaged labour to achieve the company's goals because they want to see it succeed, not just for the money. The first is that retail has seen a tremendous amount of economic and political turmoil in the last decade, and these variables have an evident influence on employee satisfaction. The second point is that store staff are not anonymous. According to the New York Times, the retail business employs one out of every 10 Americans. Even if you do not work in retail or manage workers who do, you probably know someone who does. Employee engagement in retail has a significant influence on individuals you know, if not yourself.

A happy and engaged staff is the single most valuable asset in the modern economy. Positive emotions are currently the most researched topic. Employee satisfaction enhances practically all company results, according to extensive study conducted over the last decade. Happiness, according to a Harvard Business Review research, boosts sales by 37 percent, productivity by 31 percent, and task accuracy by 19 percent. There are several life and health benefits. Despite this, companies have a long way to go in harnessing the power of happiness among leaders' effectiveness. Employee happiness is linked to absenteeism, productivity, and turnover, according to the Gallop Business Journal. Numerous researches have been conducted on the relationship between an individual's well-being and the influence on team members. According to a survey of 105 teams, teams with happy team members were 20% more likely to thrive after six months. According to the study, "excellent productivity, loyalty, and reduced healthcare expenses" are all connected to happiness.

Today's businesses are considering more than just the physical component of their employees' well-being. In order to develop holistic well-being solutions, they also wish to include emotional well-being. Emotional well-being refers to a person's capacity to recognise and comprehend their emotions. Furthermore, evolving demographic profiles and increased use of digital technologies are refocusing attention on well-being. As a result, it's critical to look into strategies to improve people's happiness. Self-esteem, optimism, and mastery are only a few of the primary characteristics that influence happiness.

## II BACKGROUND OF THE RESEARCH

In today's democracies, happiness is the only horizon. Globalization has started to close the economic gap between countries. Hundreds of millions of persons have been exposed to a promise of happiness as a result of this (especially in China, India, and the emerging Asian economies). The fact that the United Nations, together with Gallup, the OECD, and other international organisations, is presently collecting happiness statistics in every country on the planet is an evidence of this growth, implying that everyone will be happy one day and that we should strive to attain it. The broad significance of this invention, as well as the "meaning" of the birth of a worldwide discussion on happiness, remains unclear.

In India, a great number of businesses are attempting to include holistic well-being into their business operations. According to a recent research on employee well-being, 61% of businesses have made steps to promote employee well-being ("Indian Companies," 2018). This well-being research was undertaken on 100 Indian organisations. The survey expresses concern that most businesses lack a healthy well-being plan. India's senior human resource leaders emphasised the importance of employee health and well-being. The growing focus on productivity and financial success is causing this stress on well-being.

When the Great Recession struck in 2009, retail, like many other businesses, took a hit. As a result of the devastating blow to these businesses, storefronts were shuttered and staff were laid off. However, unlike other industries, the retail sector's resilience and expansion helped the US slowly recover later. Today, retail is experiencing yet another downturn, with employees bearing the brunt of it, and it's uncertain how long this will persist. It's possible that the experience of visiting a physical site may alter. Currently, widespread shop closures are increasing pressure on those that do remain open to offer customer-centric experiences that build loyalty and happiness. While retail executives can devise plans that painstakingly address market conditions, it will all be for naught if their people are disengaged. When it comes to the customer experience, research consistently backs up an overused but equally accurate adage: the employee experience dictates the customer experience.

The study fills the research gap of proposing a conceptual wellbeing model for exclusively for retail employees. The study aims at testing the model with primary data and validate the model statistically. Finally, the conceptual model to be validated with the help of statistical tool confirmatory factor analysis (CFA) by presenting various dimensions of the wellbeing along with scale items.

### III LITERATURE REVIEW

Contreas et al. (2020) [1] looked at the impact of personal resources on employee happiness. A cross-sectional study of 219 nurses working in Columbian hospitals was conducted by the researchers. Personal resources such as optimism, assertiveness, self-efficacy, proactivity, and assertiveness have been demonstrated to boost job engagement and prevent burnout among employees, resulting in increased employee wellbeing.

Han et al. (2020) [2] investigated the influence of job demands and job resources on emotional tiredness, work engagement, and job satisfaction in 2,758 instructors working in various universities across Mainland China. After using Structured Equation Modelling, researchers discovered that employment pressures such as teaching demands, teaching-research conflicts, and new difficulties enhance employee burnout. However, the study found that using social and administrative assistance as job resources boosts employee engagement and job satisfaction.

Employee well-being has emerged as a critical part of corporate welfare, prompting organisations throughout the world to use a variety of treatments to increase employee well-being (Richardson, 2019) [3].

Guler and Cetin (2019) [4] studied the effect of positive self as a driver of subjective wellbeing using data from 465 attorneys in Turkey. The findings show that a good sense of self is linked to subjective well-being.

Schreier et al. (2019) [5] conducted a study of 152 magistrates and judges working in various Australian courts. According to structured interviews, magistrates have signs of depression and anxiety disorders, which has a negative impact on their well-being. Judges are also observed to have minor stress symptoms that are quite low in intensity, as well as a high sense of well-being.

Mudrak et al. (2018) [6] looked at the replies of 1,389 faculty members from various universities in the Czech Republic. The goal of the study was to look at workplace resources like control over work and support from supervisors and co-workers as antecedents of employee wellbeing aspects (job satisfaction, stress and work engagement). Furthermore, SEM was used to analyse the data, and it was found that job resources assist employees in dealing with job demands (quantitative demands, work-family conflicts, and job insecurity), which improves positive measures of employee wellbeing (job satisfaction and work-engagement) while reducing negative measures (stress).

A survey of 760 Norwegian teachers was undertaken by Skaalvik (2018) [7]. It has been determined using SEM that supervisory assistance as a job resource equips instructors with the resilience to handle job demands, hence improving employee well-being. Furthermore, Zito et al. (2018) [8] identified job autonomy and supervisory support as essential job resources that influence employee happiness. The researchers performed a study on 318 employees from one of Italy's contact centres and used route analysis to analyse their replies. According to the findings of the study, job resources (job autonomy and supervisory assistance) increase employee job satisfaction, which raises their wellbeing and decreases their intents to quit their jobs.

Khan and Khurshid (2017) [9] investigated the influence of stress on employee wellbeing in 150 workers working in UAE health care centres and hospitals. The study found that employees had a significant degree of stress, which affects their well-being, based on multiple regression analysis.

Bakker (2015) [10] used a diary technique on public-sector managers to investigate motivation and optimism as predictors of employee happiness. The study's findings revealed that positive and motivated managers are more at ease coping with job demands and are less prone to one of the markers of burnout, emotional tiredness, which increases their work engagement even more. Furthermore, according to the research, employment demands pose a danger to job resources.

Stephens et al. (2015) [11] looked explored the association between age and three types of subjective wellbeing: hedonic wellbeing, eudemonic wellbeing, and evaluative wellbeing in people from 160 countries in the former Soviet Union and Europe. In compared to other employees, those between the ages of 18 and 40 have a high level of happiness, according to the findings. Several studies have investigated numerous demographic characteristics as predictors of employee well-being based on this concept.

The association between gender, age, and experience and the aspects of burnout has been investigated by Li et al (2014) [12]. The study involved 1,559 nurses from Shenyang, China, who worked in several hospitals. Emotional weariness is more common in nurses aged 30 to 40 years, but professional efficacy is more common in nurses aged over 40 years, according to the findings. In addition, female nurses had higher levels of emotional weariness and cynicism than male nurses. Furthermore, senior nurses are reported to be more upset as a result of emotional job demands, which leads to emotional weariness. Nurses with postgraduate degrees were also shown to have a better sense of professional effectiveness.

As a result, businesses have recognised the value of employee well-being, but quantifying it remains a contentious issue. Employee well-being has taken many forms over the last two decades, as have the numerous metrics, dimensions, and frameworks used to examine it (Dodge et al., 2012) [13].

Avey et al. (2011) [14] conducted a meta-analysis and found that personal resources, such as hope, support, efficacy, resilience, and optimism, had an impact on several performance metrics and employee well-being. After evaluating the findings of 51 research papers, it was shown that employees' personal resources boost their overall well-being. However, for research done in the United States, this association has been shown to be weak.

Employees with poor wellbeing are judged to be less productive, more prone to absenteeism, and less engaged at work, therefore organisations have recognised that enhancing employee wellbeing will make their firm more productive and thrive

(Halbesleben, 2010) [15].

According to Siu et al. (2010) [16], self-efficacy is an essential variable that has the ability to improve employee well-being. They conducted a cross-sectional study of 105 Hong Kong employees and 129 Beijing employees to arrive at their conclusions. According to the findings of the study, SE boosts work satisfaction among Hong Kong and Beijing employees.

Xanthopoulou et al. (2007) [17] conducted research with the goal of determining the role of workers' personal resources (optimism, organizational-based self-esteem, and self-efficacy) as drivers of employee wellbeing. The research was cross-sectional and primary in nature, with responses collected from 714 workers working in six distinct departments of a Dutch-based electrical engineering and electronics company. The findings show that all three personal resources, namely optimism, organizational-based self-esteem, and self-efficacy, are critical for employee well-being in high-emotional-demand situations.

## IV METHODS AND MATERIALS

The study is based on primary data collected from 300 retail employees working in various retail outlets like supermarkets, departmental stores, all in one shopping malls etc. These employees are chosen based on purposive sampling. The survey sample size is calculated at 384 retail employees (as per Krejcie and Morgan (1970) table) but the final valid sample found to be 300. A structured questionnaire was designed based on the items collected from the review of literature and interviews from retail managers. The questionnaire consists of three dimensions of wellbeing (physical, mental and social) with three or four scale items in each dimension totalling 14 items as shown in the table 1. The reliability test Cronbach alpha value=0.75 is found to be more than 0.7 the threshold value. The statistical tool Confirmatory Factor Analysis (CFA) was used to validate the retail employee wellbeing model.

## V RESULTS

**Table 1: Retail Employee Well-being Scale Items.**

Item No.	Physical Wellbeing	Item Code
1	My workplace well integrated with health and safety.	PWB1
2	Ergonomics are good at my workplace.	PWB2
3	My workplace got healthy work environment.	PWB3
4	Inside air quality is good at my workplace.	PWB4
5	Health food and hydration is good at my workplace.	PWB5
Item No.	Mental Wellbeing	Item Code
1	I feel psychologically safe at my workplace.	MWB1
2	I got good job satisfaction and job safety in the organisation.	MWB2
3	Work related stress is low at the workplace.	MWB3
4	Resilience training and manager training is provided frequently.	MWB4
5	I feel Quality of Work Life is good.	MWB5
Item No.	Social Wellbeing	Item Code
1	I have good Social Connectivity at workplace.	SWB1
2	My colleagues are good at social networking.	SWB2
3	My workplace supports volunteerism.	SWB3
4	Overall, I have good social life.	SWB4

Model Validation: Figure 1 shows the path diagram of Retail Employee Wellbeing Model. The model achieved its minimum statistical requirements in order to be qualified as a statistically fit. The model validation results are as follows. The chi-square value found to be 224.921,  $df=74$  at .000 significant level which means the retail employee well-being model has achieved a good fit. RMSEA=0.075, CFI=0.917, GFI=0.861. TLI=0.829 and these values are as per the recommended level (threshold value 0.7 to 0.9 to 1). The standardized factor loadings of the model were significant. The lowest loading found to be 0.39 and highest loading is found to be 0.70.

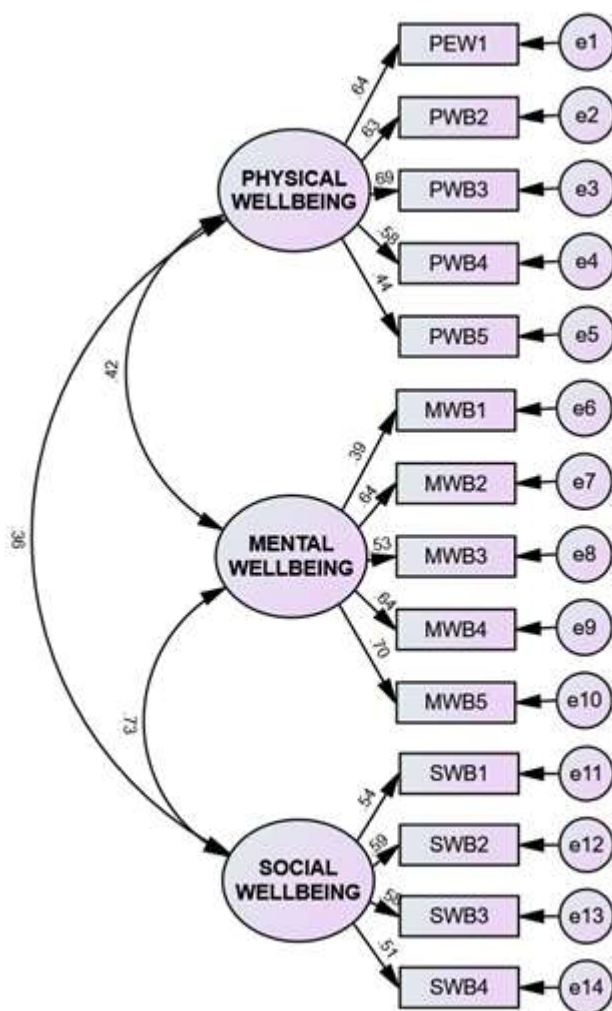


Figure 1: Path Diagram Retail Employee Well-being Model

**Table 2: Retail Employee Well-being Model**

Covariances			Estimate	S.E.	C.R.	P	Correlation
PHYSICAL_ WELLBEING	<-->	SOCIAL_ WELLBEING	.178	.043	4.114	***	.365
MENTAL_ WELLBEING	<-->	SOCIAL_ WELLBEING	.255	.052	4.929	***	.731
PHYSICAL_ WELLBEING	<-->	MENTAL_ WELLBEING	.174	.041	4.262	***	.422

As shown in the table 2, the covariance among the different dimensions of the employee well-being are found to be significant at .000 level. Between physical wellbeing and social wellbeing, the covariance estimate found to be .178, at standard error .043, critical ratio or t-value 4.114, with correlation coefficient .365. Between mental wellbeing and social wellbeing, the covariance estimate found to be .255, at standard error .052, critical ratio or t-value 4.929, with correlation coefficient .731. Between physical wellbeing and mental wellbeing, the covariance estimate found to be .174, at standard error .041, critical ratio or t-value 4.262, with correlation coefficient .422. Overall it can be concluded that the retail employee wellbeing model is found to be statistically fit.

## VI CONCLUSION

The retail employees are found to be very satisfied with the physical facilities like healthy work environment, integration of health and safety and Ergonomics at workplace. The retail employees are also found to be satisfied with quality of work life,

job satisfaction and job security and training facilities at the organisation. The retail employees are also found to be very satisfied with the social facilities like social connectivity at workplace, social networking with colleagues and volunteerism at workplace.

## VII LIMITATIONS AND SCOPE FOR FURTHER RESEARCH

This model concentrated on only three dimensions (constructs) of the wellbeing i.e. physical wellbeing, mental wellbeing and social wellbeing but in real world there are more dimensions like spiritual wellbeing, environmental wellbeing, intellectual wellbeing, occupational wellbeing, emotional wellbeing etc. The study was conducted only in retail sector but the same study can be conducted in other sectors also like IT, ITES, banking etc.

## ACKNOWLEDGEMENT

None.

## DISCLOSURE STATEMENT

No potential conflict of interest was reported by the authors.

## FUNDING

None.

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