

**ANALYSIS OF EMPLOYEE ATTITUDE AND APTITUDE
TOWARDS PARTICIPATION IN MARKETING
DECISIONS OF ORGANIZED RETAILERS IN INDIA**

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ABSTRACT

The present study demonstrates attitude and aptitude of retail employees towards the participation in marketing activities. The Importance of employee participation in any organization is always an issue of concern for the management of the organization, understanding that it cannot be overstressed in any sphere of activity of the organization, let it be any business, education or even social work. Analysis of this study shows that some employees are interested in strategy formulation but they are not interested in promotional activities even though they showing interest in the word of mouth promotions, this kind of employee attitude found in various group of retail employees, the present study shows that retail employee highly participated in different marketing activities. The finding of this research shows that there are different groups of employee in retail organization on the basis of participation in marketing decisions. The finding of this research offer significant implication for the organized retailers.

Keywords: Retail, Participation, Media Buys, Marketing Decision, Decision Making.

INTRODUCTION:

The working environment in the retail is very much employee centric and there is very much interaction with the customers directly. The marketing department is continuously busy in designing newer and newer strategies to win over the customers. They are planning for the entire marketing activities of the retail firm. And the plans are executed by the employees. The decisions related to maintaining product and service offering, promotion schemes, displays, point of purchase, presentation and many other decisions are very crucial and all the employees working with the retail organization are connected with it. There is a need to understand participation of employees in decision making process of a retail firm. Whether they are consulted in taking marketing decisions and what role employees are playing in execution of the marketing decisions of a retailer. If employees are convinced fully about any marketing task there are more chances of getting success in the long run of the business. Researchers felt that the topic requires more investigation and therefore decided to study this topic in detail with the help of well designed research methodology.

The retail organizations have a separate marketing department which designs various marketing strategies related to marketing mix component like, product and service offering, pricing, promotional and distribution function. The marketing activities includes, Retail marketing plans, sales promotion ideas, branding and advertising , media buys and sales events to the benefit of your retail store. Selecting a newspaper to advertise in, create an effective ad and understand newspaper rate cards and customer services including many other marketing activities. Employees working with the retail outlet are responsible for the execution these decisions. Understanding the decision making process and participating in the decision making process can provide greater results for the retailer

LITERATURE REVIEW:

Employee participation in marketing decision making of the organization allows employees to get associated in the process of making decisions in the organization. The employees own the responsibility to execute the decision taken with greater rigor and enthusiasm. Knoop (1995) defines participation in decision making as sharing decision making with others to achieve organizational objectives. Participation in decision making refers to the sharing of decision making, which is ordinarily the prerogative or responsibility of a manager, with subordinates to achieve organizational objectives (Scott-Ladd *et al.*, 2006; Stashevsky and Elizur, 2000). Participation in decision making increases employee motivation, job satisfaction and organizational commitment (Pearson and Duffy, 1999) and Kappelman and Prybutok (1995). The authors have suggested the role of employee participation very crucial in the decision making process. The other researcher has concluded in his paper that, maintaining a balance between employees' and employers' needs, especially, in the long-term where participation and decision making could be viewed merely as a survival strategy for coping with work in lean production, neglecting employees' affective commitment and job satisfaction (Dharmasri Wickramasinghe, Vathsala Wickramasinghe, 2012) Blackburn and Rosen found that Baldrige Award winners apply participative management, empower employees and groups, and have a flat organizational structure.

Employee participation and empowerment programs which are needed for organizational effectiveness; it has also posed many questions which need answers before such programs can be effectively implemented and maintained. (Carl A. Rodrigues, (1994). The researchers have continued investigating employee participation by describing participative management as a “cover all” term meaning such activities as setting goals, solving problems, direct involvement in decision making, including employees in consultation committees, representation on policy bodies, and selection of new co-workers. Shashkin has argued that participative management is an ethical imperative. Role played by the employee participation in the decision making is also very crucial, participation plays within a decentralized employee relations environment that claims to encourage greater employee involvement. Finding that work effort and variety promote participation in decision making implies that participation is a coping strategy, especially when considered alongside the finding that employees are less than happy with the rewards received for the effort they put in. (Brenda Scott-Ladd, Anthony Travaglione, Verena Marshall, (2006)

The researchers have also related employee participation in marketing decision making to job satisfaction of the employees. Job satisfaction describes how well a person likes their job (Judge, 1993) Also the other study relates with attitude and perception it says that employee participation in decision making is an attitudinal response to perceptions of how well a job provides valued rewards (Locke, 1976). While covering commitment, on the other hand, is defined as the strength of an individual's “identification with and involvement in the organization” (Mowday *et al.*, 1982, p. 27). The researchers have studied the employee participation in various kinds of industries and with different employee related aspects. The author would investigate the whether the employees working with a retail firm participate in the marketing decisions of a retail firm. The author would

study the importance of the employee participation in marketing decision making of the organized retail outlets.

OBJECTIVES OF THE STUDY:

1. To understand role of employee participation in marketing decisions of a retail organizations in India.
2. To study extent of employee participation in various marketing decisions of a retail organization.

It is expected that the research findings should provide information on how employees are participating in the process of decision making of marketing functions in the retail organization. Also the researcher has conducted the survey of retail employees to understand their participation in the decision making of marketing functions of retail organizations.

RESEARCH METHODOLOGY:

The employees working with various organized retail outlets in Pune were surveyed with the help of structured questionnaire, they were contacted outside the retail outlets during lunch and tea breaks.

The device used for sample size selection process was non probability convenience sampling and the researcher decided on a sample size of 180.

Non probability convenience sampling was used as a device for sample selection. A survey was conducted along with 180 employees working with organized retail outlets in Pune city.

METHODS OF DATA COLLECTION:

The primary data collected for the research was by means of questionnaires administered to the employees working with retail outlets. The questionnaire was designed to fulfill the objectives of the interview. The questions were close ended and ordinal scale which covered customer profile, demographic characteristics. To evaluate the employee response 15 broad marketing activities were considered. These marketing activities were provided on a scale of four in terms of their level of importance of participating in the decision making process of marketing activities of a retail firms in Pune city. Details of the five-point scale are given below. A wide variety of patients were represented in all aspects of the survey. Secondary data was obtained from books, journals and magazines.

1. Strongly Agree
2. Agree
3. Neither Agree Nor Disagree
4. Disagree
5. Strongly Disagree

DATA PROCESSING AND ANALYSIS:

The data collected by means of questionnaires was compiled in a table. To analyze the data received a statistical tool used was ‘Interval Estimates of the proportion (From large sample)’. Observations were made and conclusions were drawn only on the basis of primary data.

TABLE-1: CASE PROCESSING SUMMARY

| Cases | | | | | |
|-------------------------------------|---------|---------|---------|-------|---------|
| Valid | | Missing | | Total | |
| N | Percent | N | Percent | N | Percent |
| 180 | 100.0 | 0 | .0 | 180 | 100.0 |
| a. Squared Euclidean Distance used | | | | | |
| b. Average Linkage (Between Groups) | | | | | |

TABLE-2: AGGLOMERATION SCHEDULE

| Stage | Cluster Combined | | Coefficients | Stage Cluster First Appears | | Next Stage |
|-------|------------------|-----------|--------------|-----------------------------|-----------|------------|
| | Cluster 1 | Cluster 2 | | Cluster 1 | Cluster 2 | |
| 1 | 120 | 180 | .000 | 0 | 0 | 61 |
| 2 | 119 | 179 | .000 | 0 | 0 | 62 |
| 3 | 118 | 178 | .000 | 0 | 0 | 63 |
| 4 | 117 | 177 | .000 | 0 | 0 | 64 |
| 5 | 116 | 176 | .000 | 0 | 0 | 65 |

| | | | | | | |
|-----|----|----|---------------|-----|-----|-----|
| 171 | 3 | 11 | 13.700 | 167 | 162 | 173 |
| 172 | 43 | 58 | 15.030 | 166 | 155 | 175 |
| 173 | 1 | 3 | 16.859 | 169 | 171 | 179 |
| 174 | 21 | 23 | 16.885 | 170 | 165 | 178 |
| 175 | 41 | 43 | 21.810 | 168 | 172 | 177 |
| 176 | 15 | 35 | 27.000 | 106 | 86 | 177 |
| 177 | 15 | 41 | 75.050 | 176 | 175 | 178 |
| 178 | 15 | 21 | 70.902 | 177 | 174 | 179 |
| 179 | 1 | 15 | 83.847 | 173 | 178 | 0 |

TABLE-3: INITIAL CLUSTER CENTERS

| | Cluster | | |
|-------------------------------|---------|------|------|
| | 1 | 2 | 3 |
| Product and service offerings | 5.00 | 1.00 | 4.00 |
| Pricing | 5.00 | 1.00 | 3.00 |
| Word of mouth | 4.00 | 1.00 | 4.00 |
| Branding activities | 5.00 | 1.00 | 4.00 |
| Organizing events | 5.00 | 1.00 | 4.00 |
| Discounts | 5.00 | 1.00 | 4.00 |
| Advertisements | 5.00 | 4.00 | 1.00 |
| Displays | 5.00 | 4.00 | 1.00 |
| Media buys | 4.00 | 4.00 | 1.00 |
| Retail marketing plans | 5.00 | 5.00 | 1.00 |
| Promotional campaigns | 5.00 | 4.00 | 1.00 |
| Hoardings | 5.00 | 4.00 | 1.00 |
| Presentation of retail outlet | 2.00 | 5.00 | 4.00 |
| Sales promotion | 4.00 | 5.00 | 3.00 |
| Sales targets | 2.00 | 4.00 | 4.00 |

TABLE-4: FINAL CLUSTER CENTERS

| | Cluster | | |
|-------------------------------|-------------|-------------|-------------|
| | 1 | 2 | 3 |
| Product and service offerings | 4.05 | 1.53 | 4.05 |
| Pricing | 4.41 | 1.63 | 4.42 |
| Word of mouth | 3.91 | 1.42 | 3.84 |
| Branding activities | 4.00 | 1.42 | 4.11 |
| Organizing events | 3.91 | 1.47 | 3.84 |
| Discounts | 4.32 | 1.47 | 4.26 |
| Advertisements | 4.05 | 4.00 | 1.53 |
| Displays | 4.41 | 4.37 | 1.63 |
| Media buys | 3.91 | 3.89 | 1.42 |
| Retail marketing plans | 4.00 | 4.05 | 1.42 |
| Promotional campaigns | 3.91 | 3.84 | 1.47 |
| Hoardings | 4.32 | 4.26 | 1.47 |
| Presentation of retail outlet | 1.82 | 4.42 | 4.00 |
| Sales promotion | 2.05 | 4.58 | 4.37 |
| Sales targets | 1.73 | 4.21 | 3.89 |

TABLE-5: DISTANCES BETWEEN FINAL CLUSTER CENTERS

| Cluster | 1 | 2 | 3 |
|----------|-------|-------|-------|
| 1 | - | 7.765 | 7.470 |
| 2 | 7.765 | - | 8.999 |
| 3 | 7.470 | 8.999 | - |

TABLE-6: ANOVA

| | Cluster | | Error | | F | Sig. |
|-------------------------------|-------------|----|-------------|-----|---------|------|
| | Mean Square | DF | Mean Square | DF | | |
| Product and service offerings | 123.917 | 2 | .418 | 177 | 296.732 | .000 |
| Pricing | 150.844 | 2 | .481 | 177 | 313.695 | .000 |
| Word of mouth | 117.636 | 2 | .389 | 177 | 302.076 | .000 |
| Branding activities | 134.643 | 2 | .516 | 177 | 261.134 | .000 |
| Organizing events | 112.653 | 2 | .391 | 177 | 287.961 | .000 |
| Discounts | 154.809 | 2 | .359 | 177 | 430.964 | .000 |
| Advertisements | 121.563 | 2 | .435 | 177 | 279.168 | .000 |
| Displays | 148.235 | 2 | .477 | 177 | 310.574 | .000 |
| Media buys | 119.916 | 2 | .411 | 177 | 291.884 | .000 |
| Retail marketing plans | 132.032 | 2 | .535 | 177 | 246.679 | .000 |
| Promotional campaigns | 112.653 | 2 | .391 | 177 | 287.961 | .000 |
| Hoardings | 154.809 | 2 | .359 | 177 | 430.964 | .000 |
| Presentation of retail outlet | 122.144 | 2 | .676 | 177 | 180.594 | .000 |
| Sales promotion | 123.864 | 2 | .814 | 177 | 152.227 | .000 |
| Sales targets | 114.433 | 2 | .700 | 177 | 163.433 | .000 |

The F tests should be used only for descriptive purposes because the clusters have been chosen to maximize the differences among cases in different clusters. The observed significance levels are not corrected for this and thus cannot be interpreted as tests of the hypothesis that the cluster means are equal.

TABLE-7: NUMBER OF CASES IN EACH CLUSTER

| | | |
|----------------|---|---------|
| Cluster | 1 | 66.000 |
| | 2 | 57.000 |
| | 3 | 57.000 |
| Valid | - | 180.000 |
| Missing | - | .000 |

RESULT:

On the basis cluster analysis, we will describe 3 clusters as follows

CLUSTER 1: (STRATEGY MAKERS):

Employees belonging to this cluster are highly interested in offering a product and services. The employees of this cluster have also highly participated in formulation of pricing and branding strategies. They have also participated in the formulation of discount policy. They have also shown interest in organizing the events. They are the word of mouth publisher for the organization. The interesting thing of this cluster is that the employees of this cluster are not participating in any kind of promotional activities such as Advertisements, Displays, Media buys, Promotional campaigns Hoardings, even though they are showing the interest in the word of mouth promotion. Other differentiation of this cluster is, they are strategy maker but not interested in the formulation of retail marketing plan for organization. The employees of this cluster not participated in any kind of sales activity such as achievement of sales target and sales promotion activities.

CLUSTER: 2(PROMOTION ORIENTED):

The people of this group have highly participated in promotional activities such as Advertisements, Displays, Media buys, Promotional campaigns, Hoardings. The interesting thing of this cluster is that the employees are interested in promotional activities but they have also participated in the execution of Retail marketing plans for the organization. Employees of this group are not participating in the formulation of strategies such as product, pricing and branding. They are not interested in the word of mouth promotion. These people are not sales oriented people. They are not also interested in the presentation of retail outlet.

CLUSTER: 3(SALE PEOPLE):

Employees of this cluster are sales oriented employees; they are interested in achieving sales target and sales promotion. Employees of this group are not interested in the formulation of strategies and policies. The employees of this group are not interested in the promotional activities but they are participating in the presentation of retail outlet.

OBSERVATION, INFERENCES AND CONCLUSION:

Responses were collected with the help of structured questionnaire. Certain activities were identified in marketing department of organized retail outlets and employees were asked to rate their participation in the marketing decisions. Each marketing decision in the retail firms were discussed with the employee. The activities discussed were product and service offerings, pricing decisions, retail marketing plans, sales promotion decisions, advertisements, promotional campaigns, branding activities, media buys, organizing events, discounts, displays, hoardings, presentation of retail outlet, sales targets etc.

Cluster analysis shows that the some employees are interested in strategy formulation but they are not interested in promotional activities even though they showing interest in the word of mouth promotions. The interesting finding of this cluster analysis shows that one group of employees participating in promotional activates but they are not participating in the word of mouth promotions, the reason of this thing may be due to dissatisfaction of job and negative perception towards the organization. The group of employees showing the participation in sale activities and they are also interested in the presentation of retail outlet. But they are not participated in the formulation of strategy and policy for the organization.

It is suggested that in today's competitive times, improvement is a must. This principle aims squarely at resolving problems prescribing a customer-oriented agenda suitable for Doctors. Physicians cannot be effective without competitive information. They need to learn about competitors' facilities, capacities, skill base, customer linkages – as well as costs, quality, flexibility. These resources could be converted into Multiple Chains of Customers, each focused on Service. On the basis of above discussion we can say in retailers must appoint the task as interest showing by the employee, or developed positive attitude towards the allocated work. These things will enhance the performance as well as participation of employee.

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