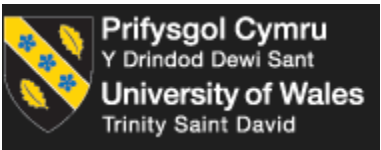


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Lecturer:	Dr. Jaya Gopalkrishnan

Master's Degrees by Examination and Dissertation

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Abstract

As this research is conducted to determine how the PMSE and EE and PM are related to each other and this study was conducted on Sainsbury, where the data collected among the Sainsbury employees through the goggle forms and It was analyzed using normal statistical analysis it was found that the relation between the employee engagement and performance management was confirmed positively and thus as both of them are related then the PMSE are having related to each other and the research onion and literature study was used to frame the research model

The results found that when the employees are given proper role, it will make them to have responsibilities and that will make the employee more engaged in the work and the further result shows that, the rewards, motivation and communication and feedback, which boosts the employee to engage more and if the employee engagement is high then there will be high performance.

To ensure that employee engagement and performance management are related to PMSE we have used the SPSS & NIVIVO software and we have used the t-Test and one-way ANOVA test to determine the relation, the result shows that in the t-test, ANOVA test, where the alpha value greater which means the null hypothesis is true, this result shows that the employee engagement and performance related as both are related and thus we found that, the PMSE and EE and PM are related to each other.

Keywords: PMSE performance management system effectiveness – Employee Engagement, PM- Performance Management, job role, rewards, motivation, communication, feedback.

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1 INTRODUCTION

This study will discover how Sainsbury is managing their employees and how they are managing their performance. This study will analyze the performance of the employee were will found they are engaged happily towards the work and expectations of the employee and were the employees are motivated or feedback about the work is delivered or not we will study all those things which are motivating the employee and how they are monitoring that strategy to improve the performance of the organization

Performance management is defined as managing or adhering to some kind of process that supports the growth of a staff member. PMSE is used to analyse whether each employee's work and teamwork facilitate the organisation's objectives in order to enhance both employee performance and the performance of the organisation. This investigation describes the PMSE's effectiveness and how it is related to the engagement of the employee.

Performance management is an extremely helpful tool for determining the employee's issues and needs, and the Human Resources department will design a new plan to handle that issue in order to enhance the employee's effectiveness. This PMSE may be used regardless of the sector, but in this article, it shall be applied in the retail industry since consumers in the retail sector confront many different types of customers every day and are more concerned about the organisation's and their staff's performance.

2 Background study:

The performance management system effectiveness (PMSE) is like a bridge that connects the employee and the organization and is used to measure the level of the employee and how they are engaged towards the work and how they are noble to the organization and in the same way how the organization treating the employee all these will be the base for improving the performance and employee engagement (Armstrong, 2009)

The performance management system was used by the employees who are superior and makes the decision role and mostly they have PMS for decision making and this was not available the all the employee who is working for the organization and study says that PMS is an incomplete managing system which may affect the organisation and it also supports the organisation and this PMS will not be same, because it may vary according to the situation, it is unpredictable (Busco, et al., 2008)

The PMS performance management system is usually implemented and monitored by the human resource people, the shows that if the responsibility of PMS is shared between the HR people and line managers then the process would be easier to implement and monitor the result, as the line manager are working along with employee it will be easier for them analyses and give feedback to motivate the employee and the line manager have a good understanding with the employee they are working, if the employees are aligned with the organizational goals then the employee performance and organizational performance can be increased and the line manager can promote the employee engagement by feedback and appreciation and rewards which will increase the performance of the employee. (Mishra, 2014)

Performance management is a dependent process because it mingles with the organization's goals and the employee, and if any of the processes is disturbed then the whole process will not be effective, the performance management process is changing in nature from point to point and new ideas will be implemented to improve the performance. As performance management is changing in nature the process should be monitored continuously to get better improvement and some study say that ongoing feedback, continuous monitoring of the performance management will give more clarity and improve the performance of the organisation and the employee (Mone, et al., 2018)

The employee performance management is not promoting the individual innovation or we can say the innovation and creativity of the employee are prompted among the employees for they used the Leader Member Exchange to analyse the fault in the employee performance management (LMX). (Audenaert, 2019)

The study shows how the PMS are implemented to improve employee engagement and employee performance and this current study will examine, how the PMSE were utilized and the relation between the employee engagement and performance management and how they are related with each other.

3 Research gap:

To study the effectiveness of the PMSE they conducted research, in that they divided the PMSE into the two factors, which are PMS accuracy and PMS fairness, they found positive outcomes from the employee, but the fact is, if the changes brought by the employer depends upon the employee. Because the changes might affect the employee emotionally and if the employee accepts the changes then the outcome will be positive or if not the outcome will delay, we can't say it would bring negative impact but the result derived by the organization will delay, findings found that it would require the further research on PMS accuracy and the employee engagement because if this is implemented in various organization, there might be a possibility to derive other kind things which be used for the future research to improve the effectiveness of the performance management system. (Sharma, et al., 2016)

The study was conducted to explore the identity of performance measurement, performance management, employee engagement and performance but they can't able to find out the result but by the collected data and theory they found two dimensions of organizational control, which are technical and social, the results shows that the social control have impact over the technical control and the one main drawback is it was conducted in a small level and time limit also small. if the research was conducted on the large scale with enormous amount time we can able to find more result on two dimensions and the relation between the performance measurement, performance management, employee engagement. (Smith & Bititci., 2017)

According to, Koen Dewettinck and Hans van Dijk, they conducted study to explore the performance management for that they have used expectancy theory, goal-setting theory and control theory from that they have developed the new model which relates PM and employee performance management, they found that the formal appraisal has less effect when compared to the informal process, furthermore findings states that the PMS can effectively be used a) if they are processed correctly b) fairness appraisal c) motivation, feedback or reward system, if the three stages are implemented correctly then the result would be positive (Dewettinck & Dijk, 2013).

The study was conducted and how the HRM plays a role to improve employee engagement and performance management, they used social exchange theory, signaling theory, and affective events theory, the results shows that HRM has direct effect on employees and indirect effect on employee performance, job satisfaction and employee engagement further studies will discover more findings which can help to improve the performance management system. (Korff, et al., 2017)

LIFENG ZHONG, SANDY J. WAYNE and ROBERT C. LIDEN, has used the social exchange theory to discover a new method which is used to analyze the impact of the high-performance human resource and how they contribute to improving the performance of the employee and the organizational performance and founds that high-performance HR having a direct and positive approach towards the job role and indirectly connects the employee job engagement will be a positive effect and job engagement has a positive effect with the job role, employee work related to high-performance HR management can enhance more. (Zhong, et al., 2016)

4 LITERATURE REVIEW:

4.1 PMSE - Performance management System Effectiveness

Performance management is the tool used to analyze whether the resources are fully utilized and used or implemented in the correct way. If it is done as planned, then the performance will be improved. In performance management, there are two processes namely performance appraisal and implementation of the strategy, and for the appraisal techniques there are many methods available, we will use the correct theory to study Sainsbury's performance.

A study was conducted to investigate the relationship between performance management effectiveness and performance management, and the results show that the PME and PM are alike, but a few procedures need less execution, and performance management is the only tool for analysing the accomplishments of the staff member or the organisation. The study discovered that if there are additional line managers, performance may be enhanced, but they need to create an

encouraging working atmosphere to achieve the intended outcomes and ensure that performance management can be implemented effectively. (Baird, et al., 2012)

The appraisal stage is designed to resolve the employee's problems; it is the initial phase in the procedure for performance management, and if the assessment phase does not focus effectively, we cannot anticipate the expected result since we understand that performance management involves a range of phases that could also involve policies, retention of staff, rewards, motivation, and employee engagement. Following the process of appraisal, the next step is to manage the performance process, in which they will put into effect an innovative approach and evaluate the results. In the context of performance management system effectiveness (PMSE), the entire procedure is similar, but what differentiates them is how efficiently it is used to solve problems that might not come up in the future. (Angelo & Kevin, 2017)

As per the study, all the organization will have their own performance management system and methods, as the main purpose of the performance management system is to improve the organizational performance by achieving the goal of the organization but there is less practical knowledge that how to use it wisely and the research tells if there is continuous monitoring and feedback are given it shows the positive impact of the PMSE – Performance management system effectiveness and the research shows that the performance management system effectiveness also has some issues when it comes to low performance of the employee it results to loss of the job of the employee and some other cases that the reward-based motivation has the positive effect but as the same time it might result to a disturbance in the work environment (Lawler, 2003)

The study reveals that the PMSE (performance management system effectiveness) is a long journey even some of them are not well aware of the purpose of the PMSE the results show that how the performance appraisal or strategies carried out to improve the performance, is not effective, it will be effective when the employee is adopting to that and how they are viewing towards the change, for having positive PMSE, they have used two factor which is PMS(performance management system) accuracy and fairness, it had positive effect on the Performance Management System Effectiveness (Sharma, et al., 2016)

The study was conducted on the organization where they conducted research for performance management and where they found that there was a positive result if the training and the employee recognition were present then the PMSE would be positive and some other factors are also related to PMSE which are a culture of the organization, climate or environment, Strategic Human Resource Management, if the employee is satisfied and adapted to the working culture then his work performance will be automatically improved and the about climate or environment which is an external factor where the organization can't be responsible for the climate change but in this section, it is indirectly representing the flexible working hours and SHRM strategic Human Resource management will be a most important part in the organization where they play a role of monitoring and implementation of the new strategy. They have used multisource feedback for the analysis the results show if the employee is recognized and provided proper training then the organization can expect good performance from the employee. (III & St-Onge., 2012)

The study was conducted on PMSE and EE and PM of the employee in the bank sector were the study shows that the PMSE has positive impact on EE and their TP & CP and the PMSE performance management system effectiveness was meant for its accuracy and the fairness (Awan, et al., 2020)

To investigate the significance of performance evaluation, performance management, employee engagement, and performance, a research investigation was carried out on social factors (within the employee, the atmosphere of work, or how staff members interact with others within their own bodies), but that is additionally linked to developments in the technical elements that refer to performance or employee engagement, and the study's findings show that there is a gradual enhancement among the workers if they are engaged. (Smith & Bititci., 2017)

4.2 EMPLOYEE ENGAGEMENT:

It is defined as how far the employee engaged towards their work and this will measure between the employee and work, mostly the employee can be engaged towards work if they are satisfied and loved their job but in order to make the employee engaged, the organization will be using various methods like appreciation, rewards, feedback and etc.,

employee engagement also measures how strong the employee are connected to the organization if the relation between the employee and employer is good then the employee engagement will be high.

The engagement of employees symbolizes a worker's mindset at the workplace; if the staff's approach is positive, it will likely have an advantageous effect on employee engagement; if the individual's mentality is adverse, it will have an unfavorable effect on employee engagement. If employee engagement suffers, employee performance and motivation suffer, which has a significant influence on the organisation. Employee engagement is viewed and regarded as crucial by organizations in the twenty-first century.. (Wang, et al., 2020)

Employee engagement is the essential requirement that connects both the staff member and the employer; if the relationship between the employer and the employees is favourable enough, the organisation's performance will be good. This will assist in determining whether the person is inspired or totally involved in the work. Zainal Arifin, Nazief Nirwanto, and Abdul Manan carried out research that improved the efficiency of job performance through staff participation and satisfaction with jobs. The research was conducted among staff members at an organisation and The findings indicate that if the relationship between job responsibility and employees is strong, staff performance will improve. Management must allow employees to formulate job satisfaction, which implies that taking employee input into account will enhance the connection between the staff member and the company they work for. If this process proceeds smoothly, the company's and the staff's performance will improve. (Arifin, et al., 2019)

The investigation was conducted to figure out the connection between staff involvement and work performance; the outcomes reveal that staff participation has a considerable beneficial influence on performance at work. If an individual is more involved in their job, their performance will improve; nevertheless, this may necessitate encouragement and feedback in the workplace. According to the study, mediation analysis employing bootstrapping methodologies revealed that innovative thinking will act as a mediator between engagement and performance. (Ismail, et al., 2019)

Employee engagement is more closely tied to organisational consequences, such as profit, performance, productivity, marketing, and so on; in any case, it corresponds to employee engagement. If the employee isn't entirely involved in his or her work, there will be an adverse effect on the performance of the organisation. If the staff member takes an active role in his or her place of employment, the company's efficiency will improve, so the organisation will primarily keep track and execute an innovative approach that involves the staff member fully in the work.. (Little & Little, 2006)

Employee engagement connects with every aspect of human resource management because the human resource department is in charge of taking actions and novel approach deployment. As a result, if any process in human resource management is not monitored or is distributed by any procedure of practise, staff engagement will be influenced in an alternate manner. (Markos & Sridevi, 2010)

According to Dr. Richard McBain, The engagement of staff should be the primary objective of the organisation, and it shouldn't be ignored regardless of the point in time. For this reason, he performed a research investigation on ten companies and ultimately came to the opinion that the company should be continuously tracking its staff engagement, which corresponds to a tactic that will enhance the company's efficiency, so it must be a vital endeavour that should be maintained and enhanced but not stopped considering a few organisations might focus on market segments in order to do so. and forget the employee engagement process at temporary that will cause the reduced performance and then the organisation will face loss in financially and performance and the goal will not be achieved. (McBain, 2007)

Employee engagement plays major and important role in the entire organisation and understanding the employees mind, role, feedback about work will gives support to engage more towards the work. (Meenakshi & Neha, 2020).

As the Employee engagement is more important factor it also having major issues with the employer the employer are finding hard time to find out problems and solution for the employees to have good employee for their organization. (Dinh., 2020)

Staff engagement will have numerous meanings depending on circumstances; however, they are particularly corresponding to the staff job, and if the purpose and significance of staff engagement aren't clear, then the assessment of

employee participation and performance enhancement won't have any influence on performance. Although there is plenty of philosophy suggested to improve the involvement of employees, if the hypothesis is analyzed and carried out along with an awareness of staff engagement, recognising the meaning and effective implementation of employee engagement will require some time. (Saks & Gruman, 2014)

According to Sun L and Bunchapattanasakda C, The engagement of staff has become one of the most significant challenges in the managerial sector because it is the only issue that has a direct impact on performance. There are numerous ways to identify issues, and there are two approaches to employee engagement: as a multi-faceted construct (emotions and behaviours) and as a unitary construct (a mental state or mental health). They tried out three theories to deal with the challenges. The Needs-Satisfaction Framework, the Job Demands-Resources Model, and the Social Exchange Theory were all examples of frameworks. Ultimately, it was discovered that after applying employee engagement, the outcomes were favourable in both individual and organisational performance (Sun & Bunchapattanasakda, 2019).

The study tells that whether the creativity has effects on the performance management and employee engagement for that they conducted research and they have bootstrapping method for the analysis, the results shows that creativity has positive impact on the employee engagement and performance management but this can acceptable in some sector or with some conditions only it can't use implemented in all sectors or it can't be used everywhere because the creativity cannot help to improve performance of the employee because it takes more time and more effort and it particularly used in Research department and the same time the organisation also needs to trust the employee if the employee engaged with more effort than the creativity plays good role in improving the performance. (Ismail, et al., 2019)

The productivity and performance are linked to the Employee engagement, were the employee engagement is responsible for the employee engagement and reveals the employees potential, the employee potential will high if they are given with proper job role or if the employees are satisfied with the job role, it will increase the performance and productivity of the employee, which will increase the organization performance. (Meenakshi & Neha, 2020)

The study was conducted on the employee engagement and performance of the employee in public sector they have implemented quantitative methodology for their research and they found that the employee engagement and performance of the employee are interrelated to each other if the employee are more engaged towards the work the performance of the employee will also increase thus the organisation can also increases their productivity and improve the performance (Otchere-Ankrah., 2022)

The study shows that the individual employee engagement has more impact in the team work, because the if one of the individual is not performing well in the team and the team performance is still average then the organisation will consider that the team is not performing well so in the team work the individual engagement plays more important role. (Uddin, et al., 2019)

Performance management:

The performance management is the tool which is used to examine the employee work whether the work done by the employee is good enough then the performance of the employee is good or otherwise the performance will be considered as poor. The performance of the employee can be boosted by the feedback about the work and some other things like appreciation, rewards. Mostly the reward has more impact in boosting the performance of the employee.

Performance management makes the employee pointing towards the work and supports them to reach the desired results (Armstrong, 2006)

Performance management is the process where the normal staff members and supervisor work for the organizational goal while working towards the goal of the organization the work progress should be monitored and providing feedback and guidance to employee will make to progress on their work and also towards the goal of the organization, to improve the performance of the organization the communication between the employee and supervisor should be good, because the communication makes way towards the goal of the organisation. (Atmaja, et al., 2023)

In the automation sector a research was conducted to reveal the relation between the flexibility and performance, the result shows there is positive effect on performance when they implement the flexibility. (Delic & Eyers, 2020)

Monitoring the performance of the all the employee and providing the feedback will improve the performance of the employee if the performance of the each employee is monitored then all the employee will work carefully and engagement of the employee will be more so the performance of the employee will also be good (Murphy, 2020)

The reward has significant effect on the job satisfaction and the job satisfaction has positive effect on the performance of the employee and the relationship was established between the job satisfaction and job performance are related and that can be enhanced by the rewards. (Tănăsescu & Leon, 2019)

4.3 Findings:

The PMSE – performance management system effectiveness is not fully utilized by the organization and they are not aware of what is PMSE, the organization needs to improve their own strategy to find and know how to use the PMSE in the future, the employee performance will be improved when the organization is continuously monitoring the work and providing the continuous feedback about the work, the study also tells that the individual performance can affect the organizational performance and team performance so the organisation needs to monitor and find out the needs or problem with individual performance with continuous cycle, more over most of the study point out that the reward and appreciation will help to improve the performance of the employee and also increase the employee engagement towards the work, but there is some problem with this method of approach that it can bring success rate but thing is if the employee are given reward for their work then what is the purpose of getting the salary, the employee should work with full engagement towards the work because they are getting paid for the that purpose of the work and if the employee is achieved something than the other employee in the organisation then that work must appreciated and rewarded and this kind of award and appreciation will create competition among the employee, then the performance of the employee will increase. The most of the organisation will make some competition among the employee to improve the performance and the organisation should monitor the employee because sometimes it may create some misunderstanding among the employee, and it may disturb the work environment. Before giving the reward, if the employee is appreciated and motivated for their excellent performance then all other employees will be interested to work engaged more. The study tells that even some times, only the reward system cannot achieve more performance and more employee engagement, the organisation also wants to find a new way to improve performance without spending money in the reward system so they prefer to motivate the employees and appreciate the work of the employee and giving the feedback will improve the performance of the employee and it will motivate other employees and the organisation can not able to monitor the continuously all the employee so the line manager and team representative need to take care of the role. The study confirms that the employee engagement and performance can achieved by offering rewards, providing feedback and motivation at same time the organisation need to create good working environment for the employee then only all the efforts taken by the organization will be a success.

The other study tells that, if the employees are not getting fair pay then they need to improve their skills and except fair pay from the employer and human resource department play major role in this kind of situation because if the human resource department finds out the employee skills are not enough for the particular role they need to provide the proper training to employee and suggest some feedback to improve the skills so that the employee can improve their skill and more engaged towards the work

Most of the study was conducted and analyzed using the quantitative methodology as it was easier to collect data and easier to analyse the data and some of the study used the mixed methodology where they have used both quantitative and qualitative study.

5 Retail sector:

In retail sector the work will be mostly the same in every day, like receiving goods, ordering the products, arranging the products on the self, and disposal of products, and maintaining a good and clean working environment these works mostly common practices on the shops but as viewing in terms organisation perspective they might need to maintain the product quality and delivering to all shop and receiving the delivery and managing financial resource to because in the retail sector they will dispose the product which are expired and poor quality, so it will affect the financial resources of the

organization if there is a problem with the any of the resources are the department it will affect the whole organisation performance.

In Sainsbury, the work of each employee is the same as mentioned above but some difference is we have work faster on the delivered goods and we have to check the back stock and maintain good communication with the customer and support the customer, the employee will have to work as team to finish a job on that day if anyone is lagging with the performance it might slow down the performance of the other colleague in either ways any one of them need to work more and take responsibilities and the line manager and store manager also work alongside as the part of the team to motivate the colleague work and the same time they have other responsibilities to take care like achieving weekly target and maintain stores feedback from the customer and finding out new ways to improve the performance of the store.

6 Research methodology:

This research is based on the mixed methodology and this research is conducted among the Sainsbury staffs, this study will majorly focus on quantitative method for this study and the minimum of study is done on the qualitative study,

this study will be done among the employees who are working in the employees and participants for this study will be 40 to 60 and research questionnaires was asked to find out the employee's expectations and employees satisfaction and what are their needs to improve the performance management. Data collected from the employees of Sainsbury will be processed through the NVIVO and SPSS software to protect and analyze the data.

7 Aims

- To Explore the Performance Management System Effectiveness and Employee Work Engagement And Performance management In The UK Retail Sector at Sainsbury

8 Objectives

- To examine the PMSE performance management system efficiency in the retail sector
- To study the relationship between the PMSE and employee engagement at work
- To examine the PMSE Performance Management System Efficiency and employee performance
- To link PMSE performance management system efficiency and employee engagement

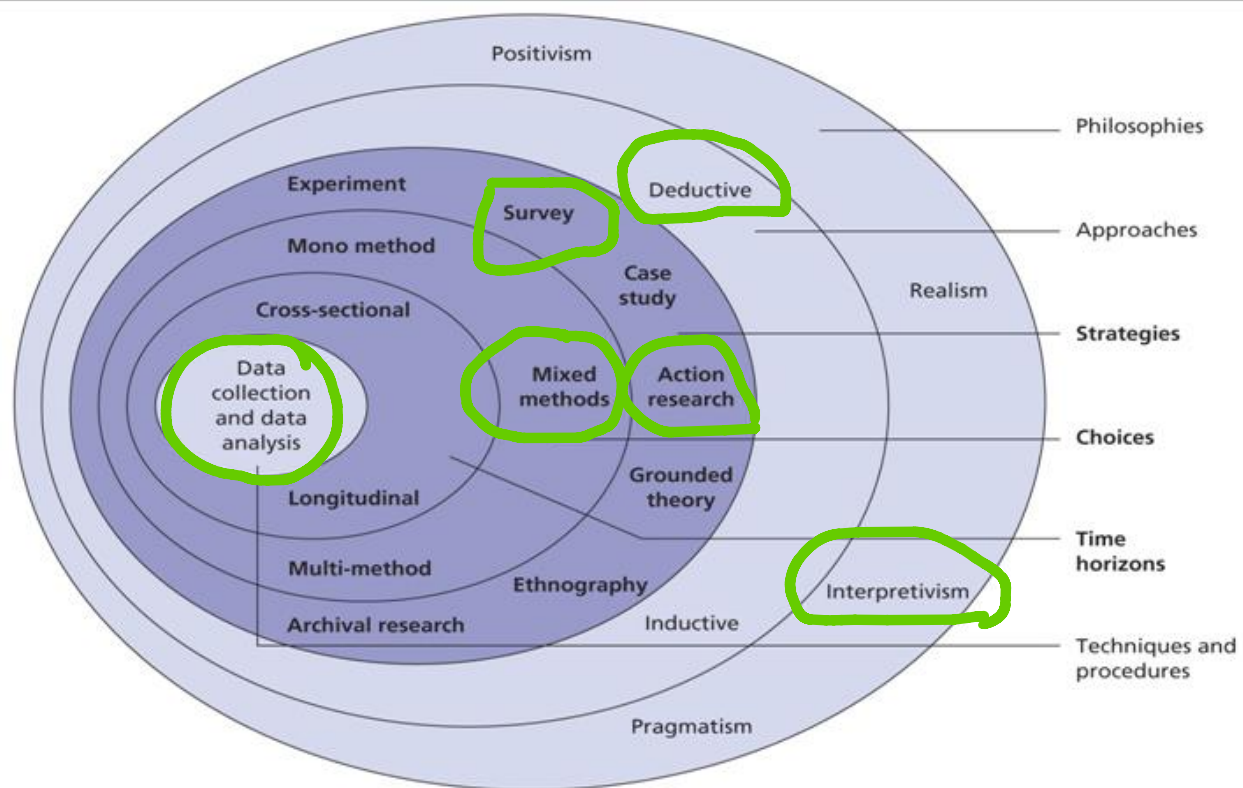
9 Research questions

- To examine how PMSE will be used to access the employee?
- To relate PMSE and employee engagement (EE)?
- To discover effective management between PMSE, EE, and PM?
- How was the planning of performance management conducted?
- How effective was the evaluation and review of the Performance Management System Effectiveness process?
- How effective was the overall implementation of the performance management system?

10 Research onion:

It is also called as Saunders research onion, this research onion is used to develop the research methodology by making different decision, it has six layers, each layers provides overall view of the research like how the data is collected, what research going to uses. The six layers in the research onion are.

- Philosophies.
- Approaches.
- Strategies.
- Choice.
- Time horizons.
- Techniques and procedures.



In this study we have used five layers:

Layer of the research onion	Definition	Method used	description
Philosophies.	The research philosophy is defined as the set of rules or principles followed in the research it consists of two parts namely, Ontology= understanding of the information Epistemology= valid information for the research.	interpretivism	It is defined as the individual's perception and understanding of the reality in the life
Approaches.	What kind of research approach is used in the study.	Deductive approach.	The deductive approach is defined as, it is derived from the theory or literature study, based on the understanding of the researcher. This study uses the deductive approach to frame the research question and model.
Strategies	This defines what kind of research is used to derive and support the research.	Survey Action research Theory	This research study uses the survey, action research, theory to drive the data for the research the data are collected form the employees of the Sainsbury and used theory to frame and analyse the data.

Choices.	It is defined as what kind of method is used for the research purpose	Mixed method	This research uses the mixed methodology, which are quantitative and qualitative research is used in the study and this research uses majorly quantitative and less qualitative study.
Techniques and procedures.	This defines what kind of method used to analyse the data and collection of data.	Data collection and data analysis	For this research, the data was collected through google forms and the data were analyzed used statistical analysis, SPSS, and NIVVIO to analyse the collected data

11 RESEARCH MODEL:

11.1 Introduction:

The research model is defined as the plan for the research where it derived from the research, it will show the how the research is conducted and the result of the research either be positive to model proposed or it will gives the negative results.

Proposed research model:

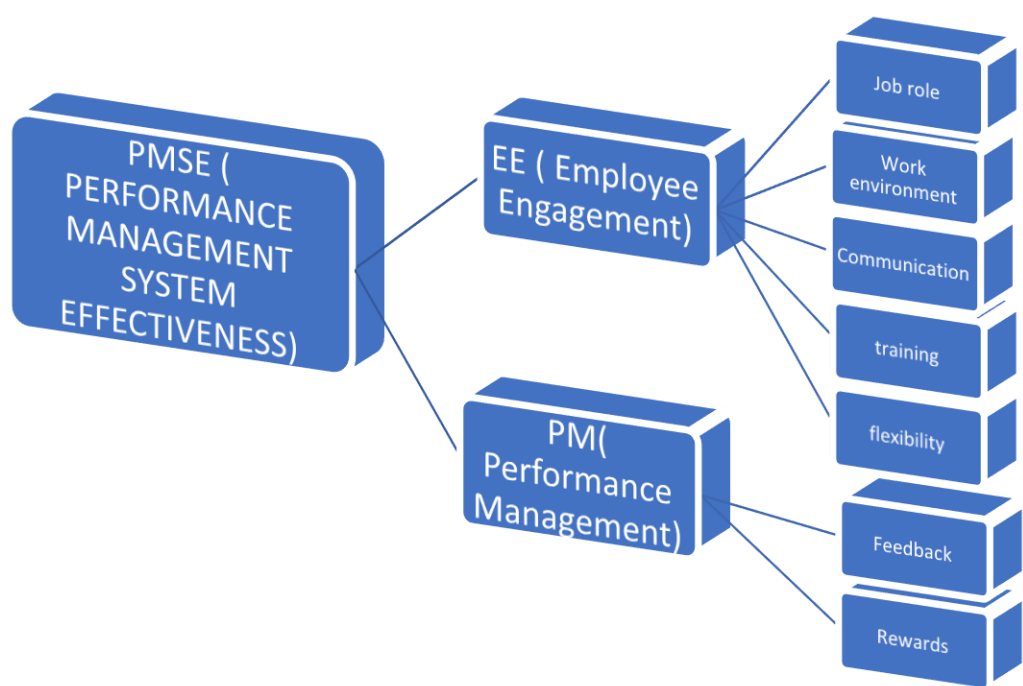


Figure 1 research model

As we can see the above flow chart, the PMSE , EE and PM are related, the PMSE (performance management system Effectiveness) is the continuous process were the individual and team work are aligned to the organisation goal to improve the organisation performance, If the organisation wants to keep their employee engaged and to have good performance and productivity, then the employee engagement and performance management should be monitored carefully and periodically,

There is a significant impact of PMSE and work engagement on task and contextual performance of employees and which complements the employee work engagement in terms of relationship between PMSE and employee performance and work engagement has established the process of PMSE for the task and contextual performances of employees (Awan, et al., 2020)

For the employee to be engaged more towards the organisation goal and work there are certain things which are expected by the employees that are job role, training, flexibility, work environment, and communication, which will make the employee engage more towards the work which will help to achieve the organization goal.

To study was conducted to determine the relationship between employee engagement and performance management, the result shows that the variable working environment, teamwork and employee engagement has a major impact, and employee engagement are having a significant relationship on with the employee performance and Simple random sampling was used . (Anitha, 2014.)

The work engagement in the performance management process, which ultimately results in higher employee performance. (Awan, et al., 2020)

11.1.1 Job role:

The job role has more effect on the employee engagement and performance management. If the employee has given a proper job role it will increase the responsibility and for that role, they keep working hard and some cases if the employee are not having any responsibilities but satisfied with the role and their engagement towards the job will be high but if the employee is not recognized and not given proper role their engagement and performance of the employee will be low.

For example:

If an employee is not received the proper job role it will make the employee demotivated and his potential will not be fully utilized fig 3 confirms that most of the employees are seeking the proper role for their qualifications if they have been given the proper role for the employee then the employees full potential will be shown which will help the organization.

11.1.2 Work environment:

There are some factors other than the job role which plays and has more effect on the employee like work environment, if the employee is satisfied with the work environment it will make the employee more engaged in the work, for example, if the employees are having fun at work environment it will reduce the work stress and make them more involved in the work and If the employees are not satisfied with the work environment the employee performance will be low and it will affect the organization growth.

From Fig 11, it shows that most of the employee are agreeing that the work environment has an effect on the employee engagement and job satisfaction.

11.1.3 communication

The communication between the employee has also effect on employee engagement for example if the communication between the employee to employee and the employee to the employer is absent then, the performance of the employee will be low and the engagement of the employee will be often low, if the communication is not present or not taking it as seriously it will leads to unbalanced work environment and if that happens along with that the employees are not satisfied then the organization will have poor performance and the PMSE will be affected.

11.1.4 Training:

The training which will provides the knowledge to improve the skills which will benefit for the both organisation and employee, the study says that if the proper training is provided to the employee and employee engagement and performance is high then they are valuable assets to the organization and if the organization is providing a favor to the

employee then the employee and employer relationship will be good and thus it will make the employee loyal to the organization.

Figure 9 says that most of the employees are received training and fig 10 says that the training provided by the organization is useful for most of the employees and some of the employees are not satisfied with the training provided by the organization for this kind of issue they need to contact the manager and tell to them that we are not satisfied by this training provide by the organization and the manager or line manager will inform to certain person to improve or introduce the new method to improve the training to improve the skills of the employee.

11.1.5 Flexibility:

Now a days the flexibility of work is having more impact on the employee engagement and performance management, this are giving advantage to the employee to work in the flexible time. If he employees are working in the flexible timings then the engagement of the employee will be high and performance will be also high but it has some disadvantage that not all the sectors are can implement this flexibility for example the retail sector can implement flexibility and some others like financial sector like banks and industry sector cannot implement flexibility.

Figure 16 confirms that most of the employees accept that flexibility having the effect on the employee engagement.

11.2 Performance management:

The performance management is tool which is used to analyze the employee's performance by judging by their work and the employee engagement and performance management are related to each other if any of the one is unbalanced then the performance of the employee and the organization will be very low and PMSE will be affected.

The performance of the employee depends up on the employee's engagement if the employee is not engaged properly then the performance of the employee will be low usually the performance of the employee will be improved by the feedback and rewards.

Performance management is described as a course of action that requires responsibility for an organisation's human resource style, culture, communication methods, and policy. (Nduati & Wanyoike, 2022)

11.2.1 Feedback:

Usually, feedback will be given after the work which will help to improve themselves or feedback is the result of the work.

The feedback will have more impact on the performance and the employee engagement because if the feedback about the work is positive it will makes the employee happy and thus it makes them engage more towards the work. If the negative feedback is given to the employees it will makes them less engage and their performance will be low, so while giving the feedback they must give positive aspect.

The study shows (fig 8), the employees are accepting that the feedback helps them to improve their progress on performance and there are some employees who are all not agreeing that the feedback is not helping to improve progress, for that they might expect the feedback in various forms like appreciation, motivation and etc.,

11.2.2 Rewards:

The rewards are similar to feedback, but the rewards have more impact than the feedback, usually the rewards are given to employees for their satisfactory performance which motivates the employee and all other employees.

From the study (figure 17 & 18) it founds that the employee are expecting rewards to improve their performance.

12 Data collection

The data were collected by google forms and the data was collected among the employees of Sainsbury and in this data collection we collected data randomly among the employees, because it will give some different kinds of results and

which will point out different kinds of needs and it will be used to improve the performance of the employees and the organization

The reason for choosing random sampling over particular sampling is, in the particular sampling we will target for certain peoples with particular age and they lag experience, the needs will be also different form the others, if we are interviewing some experienced person their answers will be useful and more resourceful than the others that’s the only reason for choosing the random sampling method.

Sampling method	Random sampling
Expected participants rate	110
Received participants rate	100
Sampling error	-10%
Platform for collecting the data	Google forms

13 Data analysis

13.1 Introduction:

The data collected will be processed carefully to get the result and after the result we can make sure that weather the employees are engaged or not engaged towards the work, we use normal statistical analysis to interpret the data and it will be analyzed through the SPSS software to check the data is processed correctly.

13.2 Analysis of the data

13.2.1 What’s your gender?

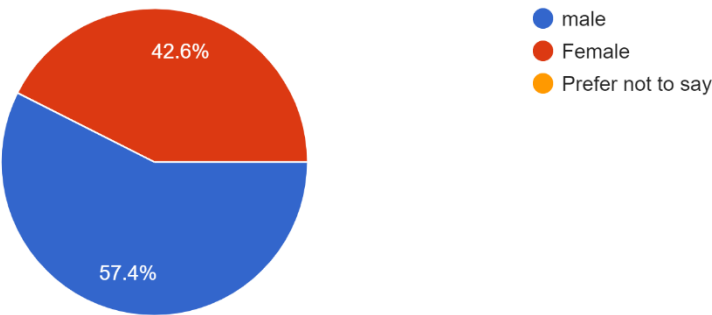


Figure 2 employees genders ratio

From the above figure 1 we can say that the male ratio was 57.4 which is approximately 60 % and female ratio is 42.6% which is approximately 40%. From this we can tell that Sainsbury is promoting job offers to everyone equally and maintaining the diversity at work environment.

13.2.2 The role of the job is important for the employee’s satisfaction.

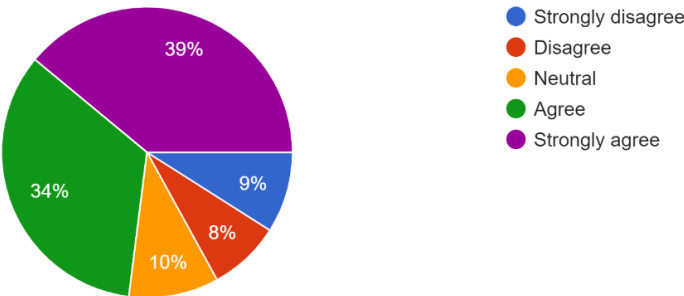


Figure 3 the role of the job is important for the employee satisfaction.

from the above figure we can say that, 39% of the employee are strongly accepting that job role is important for the employees satisfaction and 34% of the employee are agreeing that the for employee satisfaction the job role is required and 10% of the employee neither agrees nor disagrees that role is important for the employees

satisfaction and 8% of the employees disagree that role is not important for the employees satisfaction and other 9% employees are strongly disagree that the job role is not important for the employees satisfaction

From these we can understand that 73% of the employees says that for employees satisfaction the job role is important other than that rewards, and feedback are the additional things that boost the employee’s satisfaction and make them engage more.

The 10% are either accepting or declining that the role is important for the satisfaction, for this kind of peoples they expect some additional benefits and job role, we can say that 10 % of the employees want good role and with added benefits for the employee satisfaction.

The 8% and 9% of the employees strictly saying that the job role is not important for the employee’s satisfaction, the other things like flexibility, motivation, rewards and other benefits in which the organisation is provided will makes the employee satisfied.

The job role is a very important one for the employee. If the employee is satisfied with the job role he will loyal to the employer which will make the employee as precious asset to organisation. (Judge, et al., 2020)

The satisfaction from the job is most important one it is the one most popular thing in human resource department and human resource department finding ways to improve the employees satisfaction and the job satisfaction is explained as, “an emotional state of pleasure produced by evaluating a person's work to achieve or promote its value” through the empirical study, says that if the job role and job satisfaction are related to each other (Wang, et al., 2020)

Job role	Percentage	Engagement
Important	73	• High • High engagement with perfect role
Important and other benefits	10	• intermediate • It may be high if they are being provided with other benefits.
Not important but needed other benefits	13	• Low • If they are receiving other benefits, then the high engagement

13.2.3 What makes the employee more engaged more in the work?

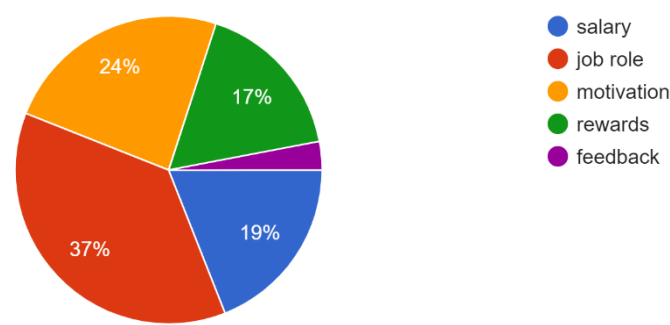


Figure 4 What makes the employee more engaged in the work.

From the above figure we can say that There are more kind of things which makes the employee more engaged towards the work like salary, job role, motivation, rewards, and feedback.

- 37 % of the employees are engaged more if they are satisfied with the role, it means if they are given the correct job role and responsibility their engagement will be high.
- 24 % of employees agrees that they are more engaged towards the work if they are motivated or in other the motivation makes the people more engaged towards the work.
- 19% of the employee saying that for more engagement towards the work, they need have good salary, it means if they receive the better salary their engagement will be more they do not care about roles but they care about salary which means if they are not getting the proper salary it will have a negative impact on the performance.
- 17 % of the employees are engaged by rewards, which means the rewards make the employee more engaged towards the work.
- 3% of the employees says that feedback about the work will makes them to engage more towards the work.

	Percentage	Engagement	Involvement
Job role	37	High	Medium
Salary	19	Medium	Low
Motivation	24	High	High
Rewards	17	High	Low
Feedback	3	High	High

13.2.4 Job role makes the employee more engaged in work:

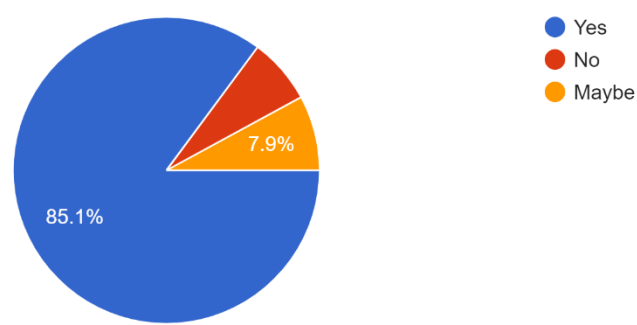


Figure 5 The job role plays an important role in satisfaction of the employee.

- 85% of the employee are agrees that the job role is important for the employee satisfaction, from this we can understand that the job role plays major role in employee engagement
- 8% of the employees either agrees or disagrees that the job role plays for employee satisfaction
- 7 % employees shows no interest towards the job role they may expect other benefits to engage more towards the work.

If the employees are provided with suitable role or professional by considering the qualification and experience it will have more positive impact in the employee engagement and if the employees are given with some reputed post, they will work for the roles and it responsibilities so it will never decrease the employee engagement and performance. (Wang, et al., 2020)

Job role importance	engagement
High	high
Medium	May be high or low depends up on the other factors
low	low

focused and firmly determined towards job responsibilities and keep the employee morale high by continuously engaging them with the organization (Meenakshi & Neha, 2020)

the job satisfaction have more positive effect on the employee engagement eventually it will increase the performance of the employee (Goestjahjanti, et al., 2020.)

Case 1

From the results, we can be able to say that, If the employee is expecting a respectable job role or if the employee receives the good role or the employee is satisfied with good role, then the engagement of the employee will high.

Case 2

The employees who are not satisfied with the role, but they are satisfied with the other benefits and salary, the engagement will seems to be low than the others but there is chance of having good performance if they receives the other benefits.

Case 3

In the case, if the role and other benefits are not satisfied the employee the engagement towards the work will be low when comparing to other two cases and this one cannot progress in performance unless they got the desired job role.

Work satisfaction	Performance & engagement
Enjoying & satisfied	High
Not enjoying but satisfied	Medium
Not enjoying and not satisfied	low

13.2.5 Are you enjoying your work:

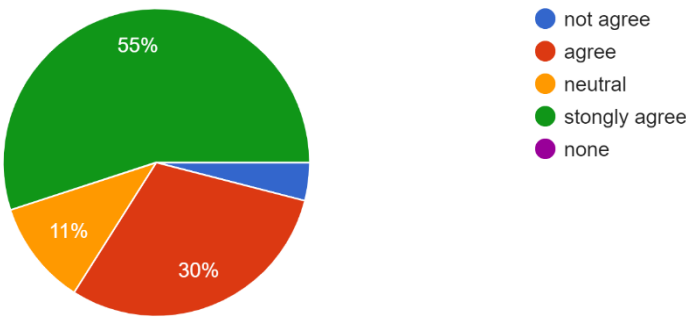


Figure 6 no of the employees are happy with work.

- 55% of the employees strongly agree that they are satisfied with the work as well as enjoying their work.
- 30% of the employees agree that they are satisfied with the work as well as enjoying their work.
- 11% of the employees are not sure that they are happy with the work.
- 4% of the employees are not happy with the work.

According to Simon C.H. Chan, the employee engagement can be increased more if the employee are given participative leadership and freedom in work environment, if the employee are enjoying and having fun at work, the employee will be more engaged in work and it will result in good employee relation and performance which makes the both employee happy and employer happy. (Chan, 2019)

13.3 Feedback:

The feedback usually plays major role in developing one’s skill and makes them progress in their work.

Feedback	Performance
High	High
Medium	High or low

Case 1

If the person is given feedback about the work, then the performance of the work will be high and the feedback about the work will give knowledge and experience which will improve the progress of the employee.

Case 2

If the feedback is given exceedingly rarely or giving feedback in occasionally, it will no last longer at the time of feedback the performance of the employee will be high and after some time the performance of the employee will reduce.

Case 3

If the employee is not receiving feedback for a long time, then the performance of the employee is low when compared to the other employee who has given feedback about the work.

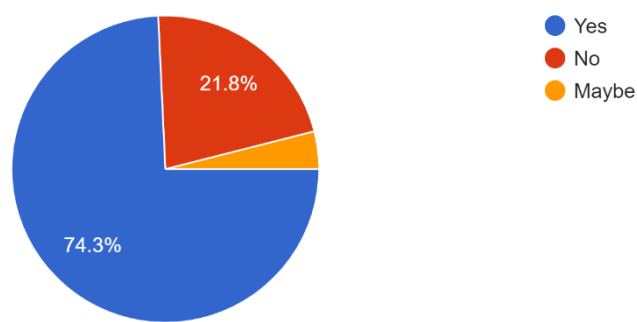


Figure 7 Employees have received Feedback about the work

From the above diagram, it shows that 75% of the employees were given feedback about their work and 22% of the employees were not given feedback about the work and remaining 3% were not sure that they are given feedback about the work.

Findings:

As major of the employee (75%) are received feedback about the work then the performance of the employee should be high and if the remaining 25% of the employees are getting the proper feedback about their work which will boost the performance of the employee and organization.

13.3.1 feedback about your work helpful for improving your performance.

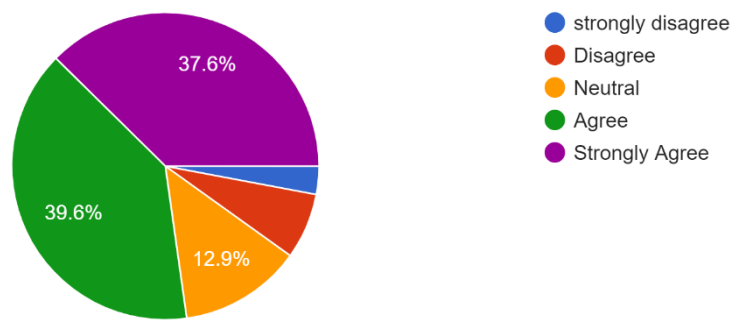


Figure 8 Employees accepting that feedback helps them to improve.

- 38% of the employees are strongly agrees that the feedback helps to improve their performance.
- 40% of the employees agree that feedback helps to improve their performance.
- 13% of the employees are not sure that the feedback is helping them to improve performance.
- 9% of the employees found that feedback is not helping them to improve the performance.

Findings:

Most of the employees (78%) found that feedback makes them to improve their progress in both performance and employee engagement and remaining 22% of the employees are found that the feedback is not having effect to progress more.

Feedback or comment about the employees work will help them to progress more and engage more which it will help the organization to progress more. (Meenakshi & Neha, 2020)

13.4 Opportunities and trainings:

If an employee receives proper training and opportunities, it will be a benefit for both the organisation and employee and the engagement and performance of the employee will increase.

Opportunities and trainings	Engagement and performance
high	high
medium	low
absent	Very low

Case 1:

If the employee receives the opportunity to improve the skills by attending the training provided by the company, then it will increase the performance and engagement of the employee.

The employee will have more opportunities if their skills are improved.

Case 2:

The training in which the organisation provided by the company is not useful for the employees

Whether the Employee receives Opportunities and trainings:

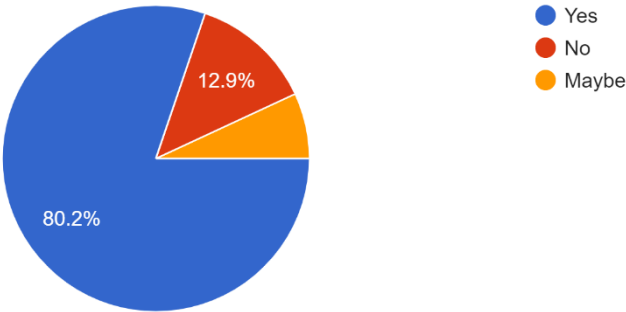


Figure 9 opportunities and training provide for the employees.

- 80% of the employees agree that they are receiving training and opportunities to improve the skills.
- 13% of employees do not agree that they are not receiving the correct training to improve the skills and opportunities.
- Remaining 7% of the employees either agrees nor disagrees that, whether they are provided with the training and opportunities provided by the organization.

Findings:

The result shows that most of the employee receives the training and opportunities to improve their skills and some of the employees who have not received the training their engagement and performance will be low when compared to the other employee, this kind of situation may arise due to lack of information about the training or the knowledge.

At the pandemic situation many of the people were affected even in that condition the organization are looking to provide some innovative opportunities to develop the skills of the employee and organisation are providing this opportunity to their employees for the skill development and employee engagement in the covid-19 (Chanana & Sangeeta, 2021)

13.4.1 Training provided by the organization is useful or not:

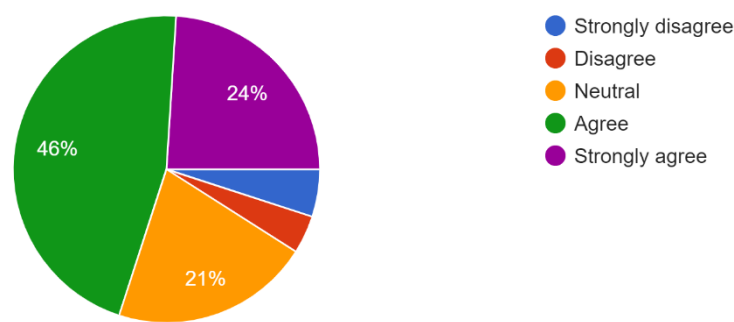


Figure 10 Training provided by the organization is useful or not.

- 24% of the employees strongly agree that the training provided by the organization is useful.
- 46% of the employees agree that the training provided by the organization is useful.
- 21% of the employees either agree or disagree that the training is useful.
- (5+4) = 9% of the employees say that the training provided by the organization is not use full for their career and this might be causing low employee engagement and low performance.

13.4.2 Findings:

As most of the employees (70%) agree that the training provided by the organization is useful to them and helps them to progress more effectively and efficiently but the other 21% are founding that the training provided by the organization is not satisfactory for the employee and the remaining 9% found that the training is not useful for them.

By providing training on the core of their studies which increase their professional value and if the professional value is increased then the responsibility will increase that makes the employee to more engage in the work (Wang, et al., 2020)

13.5 Work environment:

It comprises of the machines, colleagues, and all other things which all the employees are working on day to day, if an employee is happy with their work environment, then the engagement and performance of the employee will increase.

Employee productivity depends up on the feelings of the employee, which means how they connected to the organisation for this the work environment also plays a major role, it is the one which connects the employee and the employer and if the employee is happy with working environment it makes them to have good relations with the organisation which in turn it will make the employee more engage. (Meenakshi & Neha, 2020)

PMSE is also depends upon technology, people, and environment of the organization. So it is mandatory have good working environment (Awan, et al., 2020)

Work environment having effect on the employee engagement and job satisfaction:

Do you agree that the work environment plays a role in employee engagement and job satisfaction?
101 responses

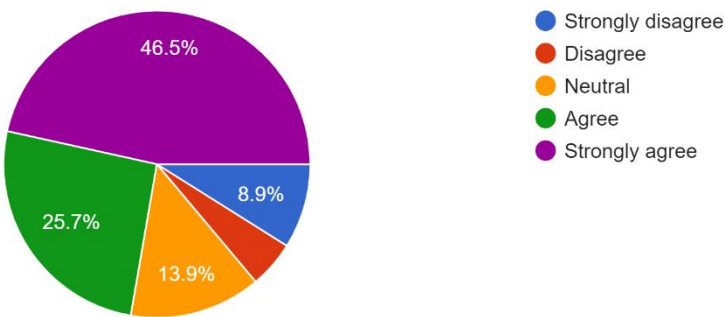


Figure 11 work environment of the employee engagement

- 47% of the employees strongly agree that the work environment also plays a role in employee engagement and performance management.

- 26% of the employees also agree that the work environment has an effect on the employee engagement and performance management.
- 14% of the employees either agree or disagree that the work environment have effect on the on the employee engagement.
- 9% and 4% of the employees strongly disagree that work environment has no effect on the employee engagement and the performance management.

Work environment	Engagement & performance
Satisfied	High
Not satisfied	Low

Case 1:

If the people are satisfied with the work environment it will make the more engage towards the work and it will increase the performance of the organisation.

Case 2:

If the employees are not satisfied with the work environment it will affect the employees either physically or mentally and this will affect the performance of each employee and thus it affects the performance of the company.

The study was conducted to revel the factors which are affecting the employees performance the results found that working environment and support form the organisation which has a positive impact on the employee performance but the some factors like adaptability and motivation is affecting the employees performance in negative (Diamantidis & Chatzoglou, 2019)

13.5.1 The employees are satisfied with their work environment:

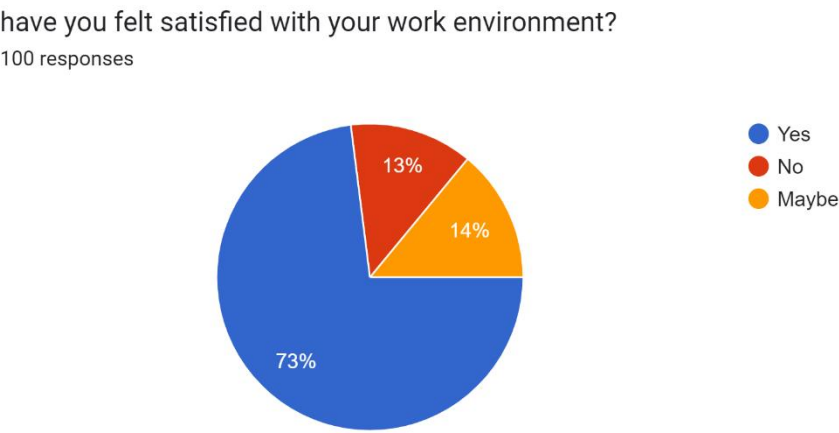


Figure 12 Employees are satisfied with the work environment.

- 73 % of the employees are satisfied with their work environment.
- 13% of the employees are not satisfied with their work environment.
- 14 % of the employees are either satisfied or dissatisfied with the work environment.

Result:

As the most of the employees (73%) are satisfied with the work environment, it shows that the employees are more engaged in the work and thus the organization performance will be good and 13% and 14% of the employees are having some kind of difficulty which need to be considered and the action need to be taken, if the all the employees are satisfied with the work environment then the performance of the organisation will be good.

13.5.2 Employee having stress at work:

This are faced by every employee in the organisation and like every organization, the retail sector will face more stress when communicating with the customer, product damage or product stolen, etc.,

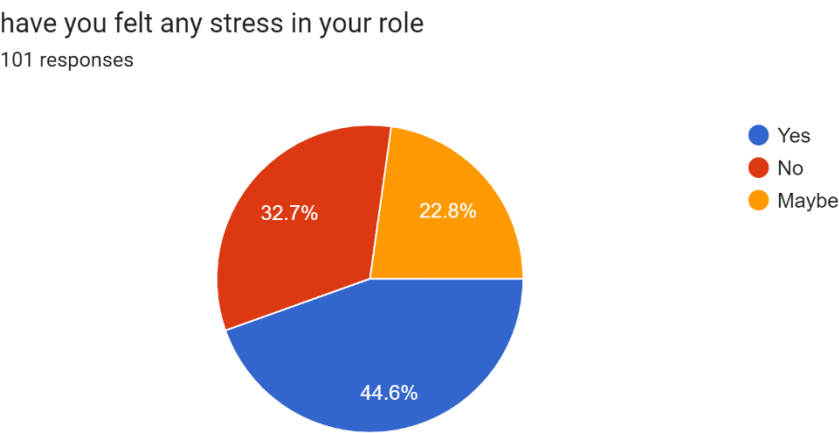


Figure 13 Employees facing stress at work.

- 33% of the employees do not have any stress with the work.
- 22% of the employees are either having nor not having any stress at work or they may might feel the work load is a little high.
- 45% of the employees are suffering from work stress.

Result:

As we can able say that 33% employee are saying they don’t feel any stress and 45% of the employee are saying they are feeling stress, the difference is 12% which is not higher, it means the stress that they are facing at the work can be reduced by some activity or communication or foods for the college or vouchers or rewards which helps to reduce the effects of the stress and the Sainsbury is providing all kinds things to reduce the stress of the employee.

work-life balance and work stress are having positive impact on the employee engagement but it does not prove that work condition having positive impact on the employee engagement but the results found if the having work stress and balancing the work stress will have good impact on the employee engagement if the work stress is balanced then the relation between the employer and employee will be positive which in turn have good employee engagement. (Dinh., 2020)

Work stress is a mental and physical state, where employees are going through the state of dissatisfaction or les engagement and it will also affect the work environment. Due to the advancement and customers’ knowledge about product and services organizations are facing many challenges to satisfy them which makes the employee feel stressed and the technology is also used to reduce the stress of the employee but they are facing little challenges with customer. (Victoria, 2022)

Communication makes the works easier:

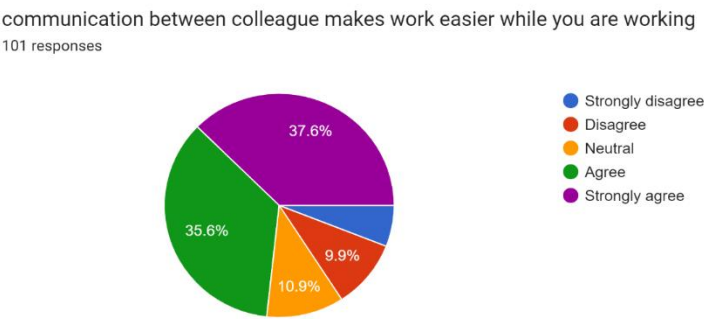


Figure 14communication on the employee engagement

- 38% of the employees strongly agree that communication between colleagues makes the work easier.
- 36% of the employees agree that communication makes the work easier while working.
- 11% of the employees either strongly agree or strongly disagree that, the communication between the colleagues makes the work easier.
- 10% of the employees are not agree that communication will not makes the work easier while working.
- 5% of the employees strongly disagree that communication not makes the work easier.

Result:

From the above statement we found that the most of the employees are agree that the communication will makes the work easier while we are working and yes, sometimes communication will reduce work stress and team work communication is most important and there are some negative results showing that the communication will not makes the work easier it, maybe there is a point to consider that some point the communication makes the work easier but it may also makes the work complicated because while talking to the other employee someone may forgot the work what they wanted to do or some way that it will reduce the speed of the work and tends to lose the concentration on the work.

Communication engagement promotes workplace fulfilment and staff involvement, satisfaction with work promotes employee engagement and job performance; and staff engagement promotes job performance (Pongton & Suntrayuth, 2019)

If the communication is poor between the employee and employer then the engagement of the employee will be low and it will lead to poor employee relation, if the communication and relation between the employee and employer is good it makes the employee to engage more (Meenakshi & Neha, 2020)

Advantage	Dis-advantage
Reduce stress	Loss concentration
Teamwork	Reduced speed of the work`
Engage more	

Innovative, Recognition and Employee engagement:

In this section we are going to see about, whether the innovative is present among the employees or it is accepted by the manager and employee work are recognized by the manager and how they promoting the employee more engaged towards the work.

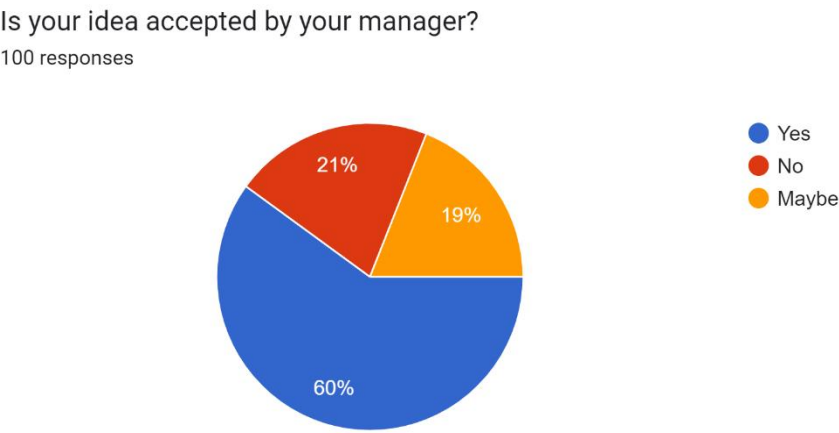


Figure 15 Employee’s ideas are considered or not.

- 60% of the employees agree that their ideas has been accepted by the manager.
- 21% of the employees not agree that their ideas has been accepted by the manager.
- The remaining 19% of the employees either agree or disagree that their ideas have been accepted by the manager.

Result

From the above statement, the employees thought and ideas has been accepted by the manager as a result it will promotes the employee engagement more which will makes the employee performance more. Some result shows that some of the employees ideas has not been accepted by the manager, for that they should work more and they should be more innovative, if they are focusing on that it will makes their idea better and it will be accepted by the manager.

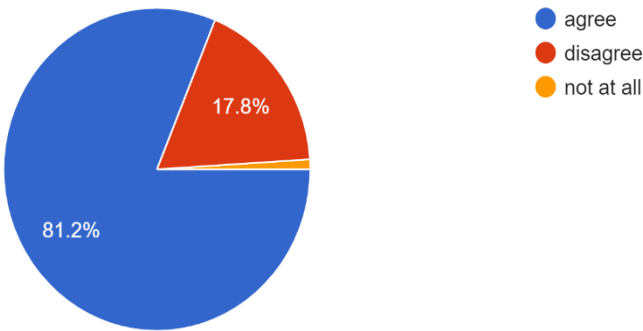
Innovative thinking and entrepreneurship play vital aspects in the flourishing of small and medium-sized enterprises. In addition, managing knowledge acts as an inhibitor between entrepreneurship approach and organisational outcomes, as well as between innovation and organizational performance and between creativity and understanding management when it comes to obtaining improved standards of performance. (Khan, et al., 2021)

Innovative	Employee engagement
Present	High
Not present	normal

Recognition of the work:

If a employee work is recognized by the employer and the employer will say feedback about the work or gives the rewards for the work and as a result it will increase the performance of the employee.

Have you felt that your work is recognized by the manager
101 responses



- 81% of the employees are agree that their work has been recognized by the manager.
- 18% of the employees are disagree that their work has been recognized by the manager.
- Remaining 1% employee are either disagree or agree that their work has been recognized by the manager.

Result:

The most of the employees are agree that their work has been recognized by the manager and if the work has been recognized by the manager, the manager will give feedback or rewards or motivation or appreciation from the manager and as a result it will boost the employee performance and engagement.

The some of the employees found that their work is not recognized, while comparing to recognized employee their performance will be low and the work want to be recognize, they want to work better and fully engaged to better then their work will be recognized by the manager.

Work Recognition	Employee engagement
Present	High
Not present	low

Flexibility in work improve the performance:

In retail sector the employee will be working from morning to night or full day, so the employee prefer flexibility of timing to work, it may depend upon the shop and the area it’s operating.

At the present, most of the peoples are preferring flexibility of the work time and the organisation are promoting the flexibility to improve their performance and during the covid and post-covid the most of the people were worked from the home, flexibility has positive effect towards the both job satisfaction and the organisational performance (Davidescu, et al., 2020)

Flexibility of work will improve performance
99 responses

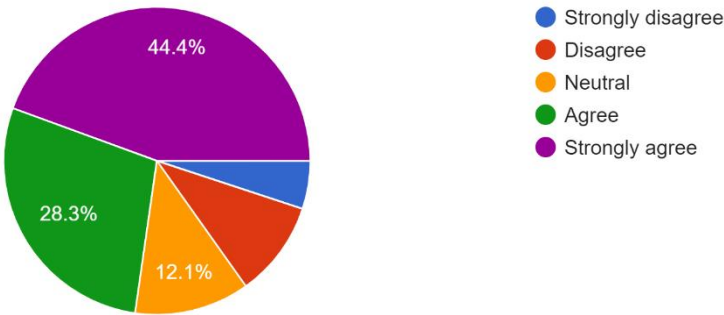


Figure 16 Is flexibility will support to improve the performance of the employee.

- From the figure13, we can say that 45% of the employee prefer flexibility and they strongly agree that it will make them to perform well.
- 29% of the employees prefer flexibility and they agree that it will make them perform well.
- 12% of the employees either agree or disagree that the flexibility makes them to perform well
- 10% of the employees do not agree that flexibility will help to improve the performance of the employee.
- 5% of the employees are strongly not agree that the flexibility has no effect on the performance of the employee.

Results:

From the data we collected, its shown that the flexibility can make the employee to perform well and some other object that it has no effect on the performance of the employee, but as per study it says that the flexibility will make the employee to feel better and that will help to progress more, as retail sector is operating 24hrs or some other will operate by morning to night, it will have more work and all the employee can not work for the same time so they will allocate different timings for the employee preferred schedule so that they can work freely without any objection.

Rewards:

The rewards are given to the employees for their excellent performance and also to motivate the other employee to perform well and this will create some more interest to engage more and progress more.

have you recently received a reward for your excellent work
101 responses

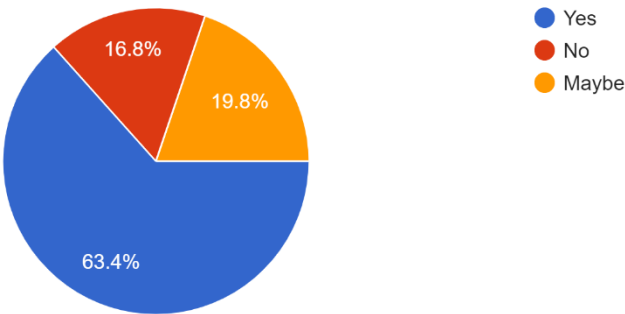


Figure 17 Rewards for the outstanding work

- From figure 14, 64% of the employees received a reward for their work recently.
- 20% of the employees don't know whether they have received a reward for excellent work.
- 17% of the employees are not received any rewards recently for their work.

Result:

From the study we can understand that, the most of the employees were received rewards recently but minor percentages of the employee were not received rewards recently. The employee who received rewards recently will have more progress and the employee who haven't received rewards have less performance than other.

Which makes the perform more:

There some things which makes the employee makes to perform well and that may be rewards, role, feedback, motivation, salary, etc. for this we collected data from the employees to know better like, what they expecting from the organization.

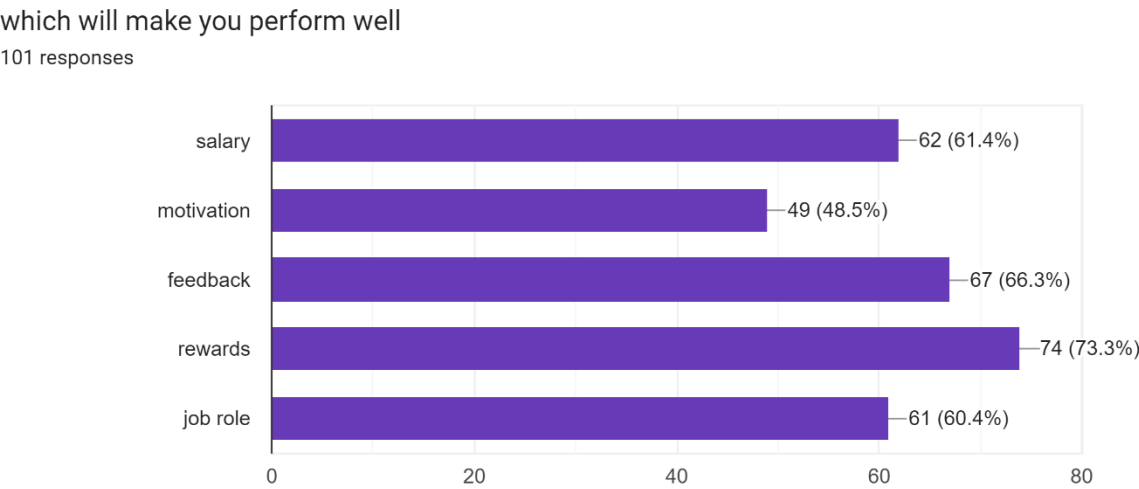


Figure 18 employee preference and expectation

From the above figure15 we can ably show that what are things that driving employee to perform more

- As we can see that, above 74% of the employees are attracted by the rewards and they accept that the rewards system has more impact than the other things.
- Next to the reward system, around 65-70% of the employees show more interest in the feedback, because the feedback about the work will help them to improve more.
- The salary and job role have the same amount of response from the employee which is around 60%.

Employee participation and motivation must be promoted to be more engaged and creative in order to attain the desired objectives. (Riyanto, et al., 2021)

The findings showed that emotion has a strong beneficial effect on staff satisfaction, engagement, and performance. Participation by employees has a significant beneficial effect on employee performance and serves as an intermediary between emotional capital and performance at work. While work satisfaction has a beneficial impact on employee performance and engagement, it also acts as a moderator of the impact of psychological capital on employee performance. (Ngwenya & Pelser, 2020.)

14 Data analysis using spss:

SPSS is software which is mostly used for the quantitative data analysis.

The data were analyzed through the t- Test, one way ANNOVA, and regression analysis were done

14.1 t-TEST

Table 1 t - Test

One-Sample Test					
	Test Value = 2				
	T	df	Significance	Mean Difference	95% Confidence Interval of the

						Difference	
			One-Sided p	Two-Sided p		Lower	Upper
The role of the job is important for the employee’s satisfaction	1.018	100	.155	.311	.129	-.12	.38
What makes the employee more engaged in the work?	4.450	100	<.001	<.001	.475	.26	.69
Are you satisfied with the role of your work?	- 13.357	100	<.001	<.001	-.772	-.89	-.66
have you ever been given feedback about your job	- 13.099	100	<.001	<.001	-.703	-.81	-.60
Is your idea accepted by your manager?	-5.285	100	<.001	<.001	-.416	-.57	-.26
Are you enjoying your work?	-6.398	100	<.001	<.001	-.436	-.57	-.30
are you provided opportunities with training to improve your skill	- 12.669	100	<.001	<.001	-.733	-.85	-.62
have you recently received a reward for your excellent work	-5.437	100	<.001	<.001	-.436	-.59	-.28
communication between colleague makes work easier while you are working	.919	100	.180	.360	.109	-.13	.34
feedback about your work really helpful for improving your performance	-.193	100	.424	.847	-.020	-.22	.18
Do you agree that the work environment plays a role in employee engagement and job satisfaction?	.313	100	.378	.755	.040	-.21	.29
Flexibility of work will improve performance	.167	99	.434	.868	.020	-.22	.26
the training provided by the organization is useful for you?	1.970	99	.026	.052	.200	.00	.40
have you felt satisfied with your work environment?	-8.251	100	<.001	<.001	-.594	-.74	-.45

t- observed t value

df – degree of freedom

p – statistical significance

A p valueless than 0.05 is statistically significant and p value higher than the 0.05 is said to be null hypothesis true, hence it is not statistically significant. (university of southampton, 2023)

	P value	result
The role of the job is important for the employee’s satisfaction	.155	In this p value is greater than the 0.05, it is said that null hypothesis is true
What makes the employee more engaged in the work?	<.001	In this p value is less than 0.05 then it is said to be statistically significant
Are you satisfied with the role of your work?	<.001	In this p value is less than 0.05 then it is said to be statistically significant
have you ever been given feedback about your job	<.001	In this p value is less than 0.05 then it is said to

		be statistically significant
Is your idea accepted by your manager?	<.001	In this p value is less than 0.05 then it is said to be statistically significant
Are you enjoying your work?	<.001	In this p value is less than 0.05 then it is said to be statistically significant
are you provided opportunities with training to improve your skill	<.001	In this p value is less than 0.05 then it is said to be statistically significant
have you recently received a reward for your excellent work	<.001	In this p value is less than 0.05 then it is said to be statistically significant
communication between colleague makes work easier while you are working	.180	In this p value is greater than the 0.05, it is said that null hypothesis is true
feedback about your work helpful for improving your performance	.424	In this p value is greater than the 0.05, it is said that null hypothesis is true
Do you agree that the work environment plays a role in employee engagement and job satisfaction?	.378	In this p value is greater than the 0.05, it is said that null hypothesis is true
Flexibility of work will improve performance	.434	In this p value is greater than the 0.05, it is said that null hypothesis is true
the training provided by the organization is useful for you?	.026	In this p value is less than 0.05 then it is said to be statistically significant
have you felt satisfied with your work environment?	<.001	In this p value is less than 0.05 then it is said to be statistically significant

The study found that the employee engagement (r2, 0.672) depends up on the factors which has major impact, the working environment, team, co- worker relationship and thus the employee engagement has significant impact on the employee performance (r2,0.579) (Anitha, 2014.)

From the result the training has alpha value of 0.26, flexibility has alpha value of 0.434, work environment has the alpha value of 0.378,feedback has alpha value of 0.424,the job roe has alpha value of 0.155 and communication hs alpha value of 0.180. form these we can able to understand from the t-test that the role has low impact on employee engagement and performance management but the tha impact is positive but not so high when comparing to other like communication, training, work environment, fflexibility. All thases factors are having apha value which is greater than the 0.05 which means the varaiaible which has value above alpha are said to be positive.

14.2 One way ANNOVA test:

The one-way ANOVA test allows to determine, whether there is a significant difference in the mean distances thrown by each of the groups, like the t test if the significance value is greater than the 0.05 then we can say that it meet the requirements of homogeneity of the variance and in the group comparison the significance value shows which one is better than the other group.

Table 2ANNOVA test

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
The role of the job is important for the employee’s satisfaction	Between Groups	13.543	4	3.386	2.199	.075
	Within Groups	147.784	96	1.539		
	Total	161.327	100			
have you ever been given feedback about your job	Between Groups	1.553	4	.388	1.354	.256
	Within Groups	27.536	96	.287		

	Total	29.089	100			
Are you satisfied with the role of your work?	Between Groups	1.488	4	.372	1.106	.358
	Within Groups	32.275	96	.336		
	Total	33.762	100			
are you provided opportunities with training to improve your skill	Between Groups	.463	4	.116	.334	.855
	Within Groups	33.319	96	.347		
	Total	33.782	100			
Do you agree that the work environment plays a role in employee engagement and job satisfaction?	Between Groups	6.687	4	1.672	1.034	.394
	Within Groups	155.154	96	1.616		
	Total	161.842	100			
communication between colleague makes work easier while you are working	Between Groups	7.466	4	1.867	1.334	.263
	Within Groups	134.336	96	1.399		
	Total	141.802	100			
Flexibility of work will improve performance	Between Groups	4.513	4	1.128	.780	.541
	Within Groups	137.447	95	1.447		
	Total	141.960	99			
feedback about your work really helpful for improving your performance	Between Groups	4.115	4	1.029	.970	.428
	Within Groups	101.845	96	1.061		
	Total	105.960	100			
the training provided by the organization is useful for you?	Between Groups	.717	4	.179	.168	.954
	Within Groups	101.283	95	1.066		
	Total	102.000	99			
have you felt satisfied with your work environment?	Between Groups	2.333	4	.583	1.119	.352
	Within Groups	50.023	96	.521		
	Total	52.356	100			
have you recently received a reward for your excellent work	Between Groups	5.104	4	1.276	2.051	.093
	Within Groups	59.728	96	.622		
	Total	64.832	100			
Are you enjoying your work?	Between Groups	.721	4	.180	.375	.826
	Within Groups	46.111	96	.480		
	Total	46.832	100			

As we can see from the above table, it shows that the significance value is greater than the alpha(0.05) it already met the requirement, so it is not statistically significant.

Multiple comparison:

Table 3multiple comparisons by ANNOVA test

Multiple Comparisons							
Tukey HSD							
Dependent Variable	(I) What makes the employee more engaged in the work?	(J) What makes the employee more engaged in the work?	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
The role of the job is important for the employee’s satisfaction	salary	job role	.368	.349	.828	-.60	1.34
		motivation	-.215	.381	.980	-1.27	.84
		rewards	.663	.414	.501	-.49	1.81
		feedback	1.368	.771	.394	-.77	3.51
	job role	salary	-.368	.349	.828	-1.34	.60

		motivation	-.583	.324	.378	-1.48	.32
		rewards	.294	.362	.926	-.71	1.30
		feedback	1.000	.744	.665	-1.07	3.07
	motivation	salary	.215	.381	.980	-.84	1.27
		job role	.583	.324	.378	-.32	1.48
		rewards	.877	.393	.177	-.22	1.97
		feedback	1.583	.760	.236	-.53	3.70
	rewards	salary	-.663	.414	.501	-1.81	.49
		job role	-.294	.362	.926	-1.30	.71
		motivation	-.877	.393	.177	-1.97	.22
		feedback	.706	.777	.893	-1.45	2.87
	feedback	salary	-1.368	.771	.394	-3.51	.77
		job role	-1.000	.744	.665	-3.07	1.07
		motivation	-1.583	.760	.236	-3.70	.53
		rewards	-.706	.777	.893	-2.87	1.45
have you ever been given feedback about your job	salary	job role	-.237	.150	.518	-.66	.18
		motivation	-.186	.164	.788	-.64	.27
		rewards	-.365	.179	.254	-.86	.13
		feedback	.105	.333	.998	-.82	1.03
	job role	salary	.237	.150	.518	-.18	.66
		motivation	.050	.140	.996	-.34	.44
		rewards	-.128	.156	.923	-.56	.31
		feedback	.342	.321	.824	-.55	1.24
	motivation	salary	.186	.164	.788	-.27	.64
		job role	-.050	.140	.996	-.44	.34
		rewards	-.179	.170	.829	-.65	.29
		feedback	.292	.328	.900	-.62	1.20
	rewards	salary	.365	.179	.254	-.13	.86
		job role	.128	.156	.923	-.31	.56
		motivation	.179	.170	.829	-.29	.65
		feedback	.471	.335	.627	-.46	1.40
	feedback	salary	-.105	.333	.998	-1.03	.82
		job role	-.342	.321	.824	-1.24	.55
		motivation	-.292	.328	.900	-1.20	.62
		rewards	-.471	.335	.627	-1.40	.46
Are you satisfied with the role of your work?	salary	job role	-.158	.163	.868	-.61	.30
		motivation	.044	.178	.999	-.45	.54
		rewards	.152	.194	.935	-.39	.69
		feedback	.211	.360	.977	-.79	1.21
	job role	salary	.158	.163	.868	-.30	.61
		motivation	.202	.151	.670	-.22	.62
		rewards	.310	.169	.363	-.16	.78
		feedback	.368	.348	.827	-.60	1.34
	motivation	salary	-.044	.178	.999	-.54	.45
		job role	-.202	.151	.670	-.62	.22
		rewards	.108	.184	.977	-.40	.62
		feedback	.167	.355	.990	-.82	1.15
	rewards	salary	-.152	.194	.935	-.69	.39
		job role	-.310	.169	.363	-.78	.16
		motivation	-.108	.184	.977	-.62	.40

		feedback	.059	.363	1.000	-.95	1.07
	feedback	salary	-.211	.360	.977	-1.21	.79
		job role	-.368	.348	.827	-1.34	.60
		motivation	-.167	.355	.990	-1.15	.82
		rewards	-.059	.363	1.000	-1.07	.95
are you provided opportunities with training to improve your skill	salary	job role	.132	.166	.932	-.33	.59
		motivation	.118	.181	.965	-.38	.62
		rewards	.074	.197	.996	-.47	.62
		feedback	.368	.366	.852	-.65	1.39
	job role	salary	-.132	.166	.932	-.59	.33
		motivation	-.013	.154	1.000	-.44	.41
		rewards	-.057	.172	.997	-.54	.42
		feedback	.237	.353	.962	-.75	1.22
	motivation	salary	-.118	.181	.965	-.62	.38
		job role	.013	.154	1.000	-.41	.44
		rewards	-.044	.187	.999	-.56	.48
		feedback	.250	.361	.958	-.75	1.25
	rewards	salary	-.074	.197	.996	-.62	.47
		job role	.057	.172	.997	-.42	.54
		motivation	.044	.187	.999	-.48	.56
		feedback	.294	.369	.931	-.73	1.32
	feedback	salary	-.368	.366	.852	-1.39	.65
		job role	-.237	.353	.962	-1.22	.75
		motivation	-.250	.361	.958	-1.25	.75
		rewards	-.294	.369	.931	-1.32	.73
Do you agree that the work environment plays a role in employee engagement and job satisfaction?	salary	job role	.368	.357	.840	-.62	1.36
		motivation	.024	.390	1.000	-1.06	1.11
		rewards	.610	.424	.605	-.57	1.79
		feedback	.982	.790	.726	-1.21	3.18
	job role	salary	-.368	.357	.840	-1.36	.62
		motivation	-.344	.331	.837	-1.27	.58
		rewards	.241	.371	.966	-.79	1.27
		feedback	.614	.762	.928	-1.51	2.73
	motivation	salary	-.024	.390	1.000	-1.11	1.06
		job role	.344	.331	.837	-.58	1.27
		rewards	.586	.403	.595	-.53	1.71
		feedback	.958	.779	.733	-1.21	3.12
	rewards	salary	-.610	.424	.605	-1.79	.57
		job role	-.241	.371	.966	-1.27	.79
		motivation	-.586	.403	.595	-1.71	.53
		feedback	.373	.796	.990	-1.84	2.59
	feedback	salary	-.982	.790	.726	-3.18	1.21
		job role	-.614	.762	.928	-2.73	1.51
		motivation	-.958	.779	.733	-3.12	1.21
		rewards	-.373	.796	.990	-2.59	1.84
communication between colleague makes work easier while you are working	salary	job role	.658	.332	.284	-.27	1.58
		motivation	.412	.363	.788	-.60	1.42
		rewards	.520	.395	.681	-.58	1.62
		feedback	1.246	.735	.442	-.80	3.29
	job role	salary	-.658	.332	.284	-1.58	.27

		motivation	-.246	.308	.931	-1.10	.61
		rewards	-.138	.345	.995	-1.10	.82
		feedback	.588	.709	.921	-1.38	2.56
	motivation	salary	-.412	.363	.788	-1.42	.60
		job role	.246	.308	.931	-.61	1.10
		rewards	.108	.375	.998	-.93	1.15
		feedback	.833	.724	.779	-1.18	2.85
	rewards	salary	-.520	.395	.681	-1.62	.58
		job role	.138	.345	.995	-.82	1.10
		motivation	-.108	.375	.998	-1.15	.93
		feedback	.725	.741	.864	-1.33	2.79
	feedback	salary	-1.246	.735	.442	-3.29	.80
		job role	-.588	.709	.921	-2.56	1.38
		motivation	-.833	.724	.779	-2.85	1.18
		rewards	-.725	.741	.864	-2.79	1.33
Flexibility of work will improve performance	salary	job role	-.053	.339	1.000	-1.00	.89
		motivation	-.303	.369	.924	-1.33	.72
		rewards	-.053	.402	1.000	-1.17	1.06
		feedback	.947	.747	.711	-1.13	3.03
	job role	salary	.053	.339	1.000	-.89	1.00
		motivation	-.250	.315	.932	-1.13	.63
		rewards	.000	.352	1.000	-.98	.98
		feedback	1.000	.722	.639	-1.01	3.01
	motivation	salary	.303	.369	.924	-.72	1.33
		job role	.250	.315	.932	-.63	1.13
		rewards	.250	.381	.965	-.81	1.31
		feedback	1.250	.737	.441	-.80	3.30
	rewards	salary	.053	.402	1.000	-1.06	1.17
		job role	.000	.352	1.000	-.98	.98
		motivation	-.250	.381	.965	-1.31	.81
		feedback	1.000	.753	.675	-1.09	3.09
	feedback	salary	-.947	.747	.711	-3.03	1.13
		job role	-1.000	.722	.639	-3.01	1.01
		motivation	-1.250	.737	.441	-3.30	.80
		rewards	-1.000	.753	.675	-3.09	1.09
feedback about your work really helpful for improving your performance	salary	job role	.289	.289	.855	-.52	1.09
		motivation	-.031	.316	1.000	-.91	.85
		rewards	-.241	.344	.956	-1.20	.71
		feedback	.386	.640	.974	-1.39	2.17
	job role	salary	-.289	.289	.855	-1.09	.52
		motivation	-.320	.269	.756	-1.07	.43
		rewards	-.531	.301	.399	-1.37	.30
		feedback	.096	.618	1.000	-1.62	1.81
	motivation	salary	.031	.316	1.000	-.85	.91
		job role	.320	.269	.756	-.43	1.07
		rewards	-.211	.327	.967	-1.12	.70
		feedback	.417	.631	.964	-1.34	2.17
	rewards	salary	.241	.344	.956	-.71	1.20
		job role	.531	.301	.399	-.30	1.37
		motivation	.211	.327	.967	-.70	1.12

		feedback	.627	.645	.867	-1.17	2.42
	feedback	salary	-.386	.640	.974	-2.17	1.39
		job role	-.096	.618	1.000	-1.81	1.62
		motivation	-.417	.631	.964	-2.17	1.34
		rewards	-.627	.645	.867	-2.42	1.17
the training provided by the organization is useful for you?	salary	job role	.015	.295	1.000	-.81	.84
		motivation	.194	.322	.974	-.70	1.09
		rewards	.101	.349	.998	-.87	1.07
		feedback	.278	.644	.993	-1.51	2.07
	job role	salary	-.015	.295	1.000	-.84	.81
		motivation	.180	.269	.963	-.57	.93
		rewards	.087	.301	.998	-.75	.92
		feedback	.263	.619	.993	-1.46	1.99
	motivation	salary	-.194	.322	.974	-1.09	.70
		job role	-.180	.269	.963	-.93	.57
		rewards	-.093	.327	.999	-1.00	.82
		feedback	.083	.632	1.000	-1.68	1.84
	rewards	salary	-.101	.349	.998	-1.07	.87
		job role	-.087	.301	.998	-.92	.75
		motivation	.093	.327	.999	-.82	1.00
		feedback	.176	.647	.999	-1.62	1.97
	feedback	salary	-.278	.644	.993	-2.07	1.51
		job role	-.263	.619	.993	-1.99	1.46
		motivation	-.083	.632	1.000	-1.84	1.68
		rewards	-.176	.647	.999	-1.97	1.62
have you felt satisfied with your work environment?	salary	job role	.316	.203	.528	-.25	.88
		motivation	.393	.222	.396	-.22	1.01
		rewards	.272	.241	.790	-.40	.94
		feedback	.684	.448	.549	-.56	1.93
	job role	salary	-.316	.203	.528	-.88	.25
		motivation	.077	.188	.994	-.45	.60
		rewards	-.043	.211	1.000	-.63	.54
		feedback	.368	.433	.914	-.84	1.57
	motivation	salary	-.393	.222	.396	-1.01	.22
		job role	-.077	.188	.994	-.60	.45
		rewards	-.120	.229	.985	-.76	.52
		feedback	.292	.442	.964	-.94	1.52
	rewards	salary	-.272	.241	.790	-.94	.40
		job role	.043	.211	1.000	-.54	.63
		motivation	.120	.229	.985	-.52	.76
		feedback	.412	.452	.892	-.85	1.67
	feedback	salary	-.684	.448	.549	-1.93	.56
		job role	-.368	.433	.914	-1.57	.84
		motivation	-.292	.442	.964	-1.52	.94
		rewards	-.412	.452	.892	-1.67	.85
have you recently received a reward for your excellent work	salary	job role	.158	.222	.953	-.46	.77
		motivation	.215	.242	.901	-.46	.89
		rewards	-.368	.263	.630	-1.10	.36
		feedback	.632	.490	.699	-.73	1.99
	job role	salary	-.158	.222	.953	-.77	.46

		motivation	.057	.206	.999	-.51	.63
		rewards	-.526	.230	.158	-1.17	.11
		feedback	.474	.473	.854	-.84	1.79
	motivation	salary	-.215	.242	.901	-.89	.46
		job role	-.057	.206	.999	-.63	.51
		rewards	-.583	.250	.144	-1.28	.11
		feedback	.417	.483	.910	-.93	1.76
	rewards	salary	.368	.263	.630	-.36	1.10
		job role	.526	.230	.158	-.11	1.17
		motivation	.583	.250	.144	-.11	1.28
		feedback	1.000	.494	.262	-.37	2.37
	feedback	salary	-.632	.490	.699	-1.99	.73
		job role	-.474	.473	.854	-1.79	.84
		motivation	-.417	.483	.910	-1.76	.93
		rewards	-1.000	.494	.262	-2.37	.37

Are you enjoying your work?	salary	job role	.105	.195	.983	-.44	.65
		motivation	.226	.213	.826	-.37	.82
		rewards	.096	.231	.994	-.55	.74
		feedback	.351	.431	.925	-.85	1.55
	job role	salary	-.105	.195	.983	-.65	.44
		motivation	.121	.181	.963	-.38	.62
		rewards	-.009	.202	1.000	-.57	.55
		feedback	.246	.416	.976	-.91	1.40
	motivation	salary	-.226	.213	.826	-.82	.37
		job role	-.121	.181	.963	-.62	.38
		rewards	-.130	.220	.976	-.74	.48
		feedback	.125	.424	.998	-1.05	1.30
	rewards	salary	-.096	.231	.994	-.74	.55
		job role	.009	.202	1.000	-.55	.57
		motivation	.130	.220	.976	-.48	.74
		feedback	.255	.434	.977	-.95	1.46
	feedback	salary	-.351	.431	.925	-1.55	.85
		job role	-.246	.416	.976	-1.40	.91
		motivation	-.125	.424	.998	-1.30	1.05
		rewards	-.255	.434	.977	-1.46	.95

Table 4result and interpretation of ANNOVA test

		Sig	Sig	Sig	Sig	Sig	Sig	Sig	Sig	Sig	Sig	Sig	Sig	Result: The significance values are greater than the 0.05, which means, there was no statistically significant difference among the groups.
Salary	Job role	.828	.518	.868	.932	.840	.284	1.000	.855	1.000	.528	.953	.983	
	Motivation	.980	.788	.999	.965	1.000	.788	.924	1.000	.974	.396	.901	.826	
	Rewards	.501	.254	.935	.996	.605	.681	1.000	.956	.998	.790	.630	.994	
	feedback	.394	.998	.977	.852	.726	.442	.711	.974	.993	.549	.699	.925	
Job role	Salary	.828	.518	.868	.932	.840	.284	1.000	.855	1.000	.528	.953	.983	
	Motivation	.378	.996	.670	1.000	.837	.931	.932	.756	.963	.994	.999	.963	
	Rewards	.926	.923	.363	.997	.966	.995	1.000	.399	.998	1.000	.158	1.000	
	Feedback	.665	.824	.827	.962	.928	.921	.639	1.000	.993	.914	.854	.976	
motivation	Salary	.980	.788	.999	.965	1.000	.788	.924	1.000	.974	.396	.901	.826	
	Job role	.378	.996	.670	1.000	.837	.931	.932	.756	.963	.994	.999	.963	
	Rewards	.177	.829	.977	.999	.595	.998	.965	.967	.999	.985	.144	.976	
	feedback	.236	.900	.990	.958	.733	.779	.441	.964	1.000	.964	.910	.998	
rewards	Salary	.501	.254	.935	.996	.605	.681	1.000	.956	.998	.790	.630	.994	
	Job role	.926	.923	.363	.997	.966	.995	1.000	.399	.998	1.000	.158	1.000	
	Rewards	.177	.829	.977	.999	.595	.998	.965	.967	.999	.985	.144	.976	
	feedback	.893	.627	1.000	.931	.990	.864	.675	.867	.999	.892	.262	.977	

feedback	Salary	.394	.998	.977	.852	.726	.442	.711	.974	.993	.549	.699	.925	
	job role	.665	.824	.827	.962	.928	.921	.639	1.000	.993	.914	.854	.976	
	Motivation	.236	.900	.990	.958	.733	.779	.441	.964	1.000	.964	.910	.998	
	rewards	.893	.627	1.000	.931	.990	.864	.675	.867	.999	.892	.262	.977	

15 Qualitative analysis using NIVVO.

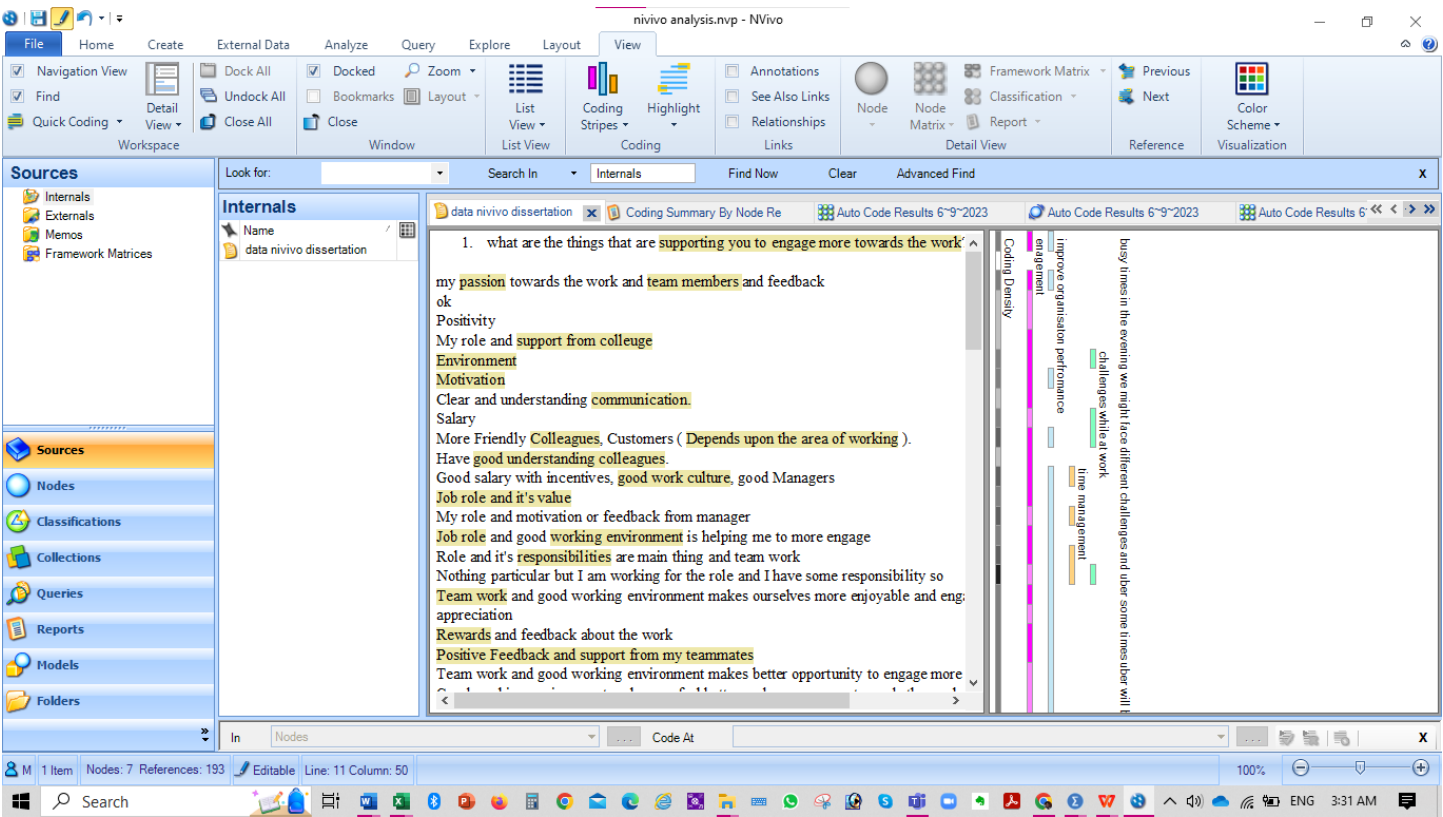


Figure 19nivvo analysis employee engagement.

From the above fig19, we can able to say that for employee engagement, passion, communication, team work environment, culture, job role, feedback and rewards and etc., are the factors that are supporting to improve the engagement of the employee.

The factor like work environment, team work, and co-worker relationship has more impact in employee engagement and hence the performance of the employee and the organisation should provide a good working environment for the employees to improve and see the progress in the performance of the employee and this will also results to have good relationship among the employees (Anitha, 2014.)

They uncover that individuals who felt at ease at work are more motivated to perform effectively, and that results in effective performance management which have effect on increase in employee job involvement and they have used engagement as a mediator between PMSE and performance (Awan, et al., 2020)

Document

Internals\\data nivivo dissertation

No	0.6687	19				
			1	NV	6/9/2023 3:18 AM	
Environment						
Reports\\Coding Summary By Node Report					Page 1 of 8	
6/9/2023 3:25 AM						
Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
			2	NV	6/9/2023 3:19 AM	
Salary						
More Friendly Colleagues, Customers (Depends upon the area of working).						
			3	NV	6/9/2023 3:18 AM	
Nothing particular but I am working for the role and I have some responsibility so						
			4	NV	6/9/2023 3:19 AM	
I believe every employee who work at ground level, who interacts with customers have more knowledge, so the new ideas by employees must be entertained..Training on every step must be provided If everyone is doing their job role then there is no need to worry Nothing I am doing my best that's my contribution to organization Team work will helps to improve performance My hard work and role will helps the organization to improve My contribution is my work and I satisfied with my work Don't know,but we are working as team and we are working happy and the work is satisfied for ourselves communicate with the store manager My work and my responsibilities and team work will helps to improve performance of the organization Team work and responsibilities of the job role help to improve performance Hard work Working for the organization goals My idea and myself and my teammates work towards the goal of the organisation						
What are the challenges you have faced while working some times the shop will be very busy and we need to handle the situation ok Some time the customer will be short tempered and we have very busy timing in that time, at that time we need to manage all the things Handling all things on behalf of everyone Space Lack of communication Communication The way of Good Customer Service at the same time Make an eye on shop floor work like Face ups the each and every products of the shelf ,						
			8	NV	6/9/2023 3:19 AM	
Not enough hours for the colleagues.						
			11	NV	6/9/2023 3:19 AM	
Miscommunication among colleagues, Some customer's behaviour While in busy timing like evening theft might happen and I need to aware of that Arranging the products in the shelf and working on the delivery cage Every day we face challenging environment and we finish it happy Being sick sometimes I need to work because in the last we can't tell I can't come for the work in that situation I need to work for my shift but if I am feeling worse manager will accept that In the evening particularly at weekend we will face more customer and that will be the challenging because we need to finish all the work within the time.						

Figure 20nivivo analysis in challenges at work

From the above fig, we can understand what are the challenges did employees working in in the working environment the environment where they are working and the role and its responsibilities and salary and shortage of hours, and busy times in the evening and especially at weekend and some other also saying positively that the everyday is challenging for them and they finish that day peacefully and happily

From the analysis the employee are facing challenges every day and they keep moving on to next day, in every they are facing challenging customer because in the retail shops the customer satisfaction is very most important for the

organisation, and some times in the evening will be very busy and they also need to finish the work by the on time, when they are serving the customer the time will consumes more and it means they need to finish their work by on time as well as serving customer for that the easiest way is calling another college for the help or ask the manager put extra staff on the evening shift will makes the work easier and they can able to finish the work by on time and they are having some other than that are communication at busy timing while serving the customer is difficult

Nodes\\improve organisaton perfomance

Document

Internals\\data nivivo dissertation

No0.753624

1NV6/9/2023 3:18 AM

what are the things that are supporting you to engage more towards the work?

2NV6/9/2023 3:18 AM

my passion towards the work and team members and feedback

3NV6/9/2023 3:18 AM

Motivation

4NV6/9/2023 3:18 AM

More Friendly Colleagues, Customers (Depends upon the area of working).

5NV6/9/2023 3:19 AM

Good salary with incentives, good work culture, good Managers
Job role and it's value
My role and motivation or feedback from manager
Job role and good working environment is helping me to more engage
Role and it's responsibilities are main thing and team work
Nothing particular but I am working for the role and I have some responsibility so
Team work and good working environment makes ourselves more enjoyable and engage in work
appreciation
Rewards and feedback about the work
Positive Feedback and support from my teammates
Team work and good working environment makes better opportunity to engage more
Good working environment makes me feel better and engage more towards the work
Salary
Team work and role and it's responsibilities and other than that work environment with positive Feedback will make me engage more
Support from my teammates and my role

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
				7	NV	6/9/2023 3:19 AM
my contribution is passion for the work and finshing the work within the time My fullest effort to the organisation I'll share my idea even they don't accept Motivation and team work by clear communication and explonation of ideas Shared values Feedback About Each and every Small Work.						

Figure 21improving organisation performance

From the above diagram, we can able to say that the employee contribution to the organization are passion, full effort, job role and it’s responsibility, ideas, work environment, work culture, feedback, training, and so on, most of the employees doing their job with their fullest satisfaction and the employees are driven by the responsibility of the role and healthy work and their passion towards their role which helps both employee and the organization.

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Nodes\\time management

Document

Internals\\data nivivo dissertation

What are the challenges you have faced while working
some times the shop will be very busy and we need to handle the situation
ok
Some time the customer will be short tempered and we have very busy timing in that time, at that time we need to manage all the things
Handling all things on behalf of everyone
Space
Lack of communication
Communication
The way of Good Customer Service at the same time Make an eye on shop floor work like Face ups the each and every products of the shelf ,

Figure 22nivivo analysis time management

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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11NV6/9/2023 3:19 AM

Miscommunication among colleagues, Some customer's behaviour
While in busy timing like evening theft might happen and I need to aware of that
Arranging the products in the shelf and working on the delivery cage
Every day we face challenging environment and we finish it happy
Being sick sometimes I need to work because in the last we can't tell I can't come for the work in that situation I need to work for my shift but if I am feeling worse manager will accept that
In the evening particularly at weekend we will face more customer and that will be the challenging because we need to finish all the work within the time

12NV6/9/2023 3:19 AM

Nothing mostly at busy times like evening we will have trouble not high, we are adapted to that challenging environment and so it will be EOD
Under pressure
Evening time will be busy that time we face some challenges that's all other than that no more challenges in work
All days will be same particularly at weekend it might be busy at evening
Nothing
Customer and uber
There are no critical challenges because every day we will face challenging situation delivery, customer,time management
At busv times in the evening we might face different challenges and uber some times uber will be high that's all. not other than that

From the above fig, it is shows that the employees are having the challenging time and time management in evening time and especially at the weekends and because of the busy work time they are not able to finish the work at the on time.

16 Recommendations and conclusion:

16.1 Introduction:

In this part, tells about the results of the analysis and what are the things that need to improve to get better results for the organization and employees research is mainly focused on the PMSE – Performance Management System Effectiveness and how they are related to employee engagement and performance management.

16.2 Recommendation:

From the analysis of the data collected from the employees, we found that employee engagement and performance management are having good results and from the quantitative and qualitative analysis using the SPSS & NIVIVO their result also showed a positive impact towards employee engagement and majorly the result are positive towards the employee engagement and performance engagement but there are minor results which are having negative results,

Like in busy time they need to manage the customer as well as they need to finish the job for that they can ask colleague for the help even though the other colleague is supporting and that's also not enough to manage the people then they need extra employee for the support.

The other minor negative impacts can reduced by the rewards, appreciation, feedback about work and good job role which will reduce the minor problems

16.3 Conclusion:

This study is conducted to determine the PMSE in Sainsbury by employee engagement and performance management, As the PMSE is a whole system that depends upon the employee engagement and performance of the employee if the employee engagement and performance of the employee are good then the performance of the organization will be good and thus PMSE will be also good, the result from the data collected and after analysis of the data it shows the high result for the employee engagement and performance management and the result from the SPSS and NIVIVO are also supporting the findings from the data and research model, as the all the result is positive with respect to the employee engagement and performance engagement then there is positive relation among the PMSE and EE and PM.

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18 Appendix:

18.1 Annexature 1: Research Questioner

6/15/23, 2:50 PM

A study at retail sector @ sainsbury

A study at retail sector @ sainsbury

These questions are used to collect the data to support the research purpose only and the collected data will be protected as per the data protection act. This survey is purely research purpose and if anyone don't want to participate in this survey you have the rights to decline it.

1. what's your gender

Mark only one oval.

- ☐ male
- ☐ Female
- ☐ Prefer not to say
- ☐ Other: _____

2. How long have you been working in this organisation?

3. The role of the job is important for the employee's satisfaction

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

4. What makes the employee more engaged in the work?

Mark only one oval.

- ☐ salary
☐ job role
☐ motivation
☐ rewards
☐ feedback

5. Are you satisfied with the role of your work?

Mark only one oval.

- ☐ Yes
☐ No
☐ Maybe

6. have you ever been given feedback about your job

Mark only one oval.

- ☐ Yes
☐ No
☐ Maybe

7. are you provided opportunities with training to improve your skill

Mark only one oval.

- ☐ Yes
- ☐ No
- ☐ Maybe

docs.google.com/forms/d/1VZljUdXQQA4-YVrCw9TKFC6T4JrU2rND8v99aKomyTU/edit

2:50 PM

A study at retail sector @ sainsbury

8. Is your idea accepted by your manager?

Mark only one oval.

- ☐ Yes
- ☐ No
- ☐ Maybe

9. Are you enjoying your work?

Mark only one oval.

- ☐ not agree
- ☐ agree
- ☐ neutral
- ☐ stongly agree

10. have you felt any stress in your role

Mark only one oval.

- ☐ Yes
- ☐ No
- ☐ Maybe

11. communication between colleague makes work easier while you are working

Mark only one oval.

- ☐ Strongly disagree
☐ Disagree
☐ Neutral
☐ Agree
☐ Strongly agree

12. have you recently received a reward for your excellent work

Mark only one oval.

- ☐ Yes
☐ No
☐ Maybe

13. feedback about your work really helpful for improving your performance

Mark only one oval.

- ☐ strongly disagree
☐ Disagree
☐ Neutral
☐ Agree
☐ Strongly Agree

14. Do you agree that the work environment plays a role in employee engagement and job satisfaction?

Mark only one oval.

- ☐ Strongly disagree
☐ Disagree
☐ Neutral
☐ Agree
☐ Strongly agree

15. have you felt satisfied with your work environment?

Mark only one oval.

- ☐ Yes
☐ No
☐ Maybe

16. which will make you perform well

Check all that apply.

- ☐ salary
☐ motivation
☐ feedback
☐ rewards
☐ job role

17. Flexibility of work will improve performance

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

18. what are the things that are supporting you to engage more towards the work?

19. What are the challenges you have faced while working

20. How will your contribution or ideas help the organization to improve its performance ?

21. Have you felt that your work is recognized by the manager

Mark only one oval.

- ☐ agree
- ☐ disagree
- ☐ not at all

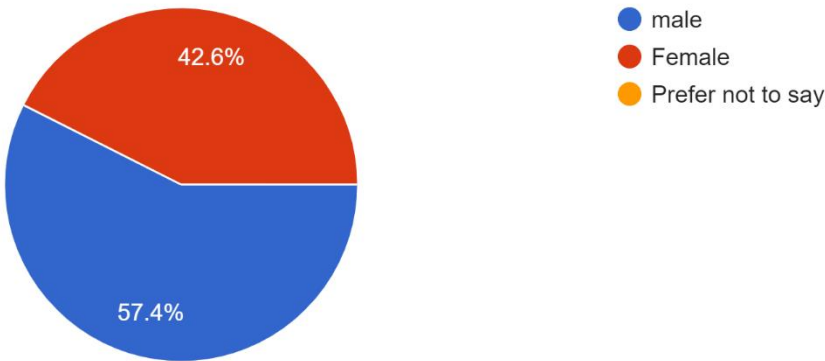
22. the training provided by the organization is useful for you?

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

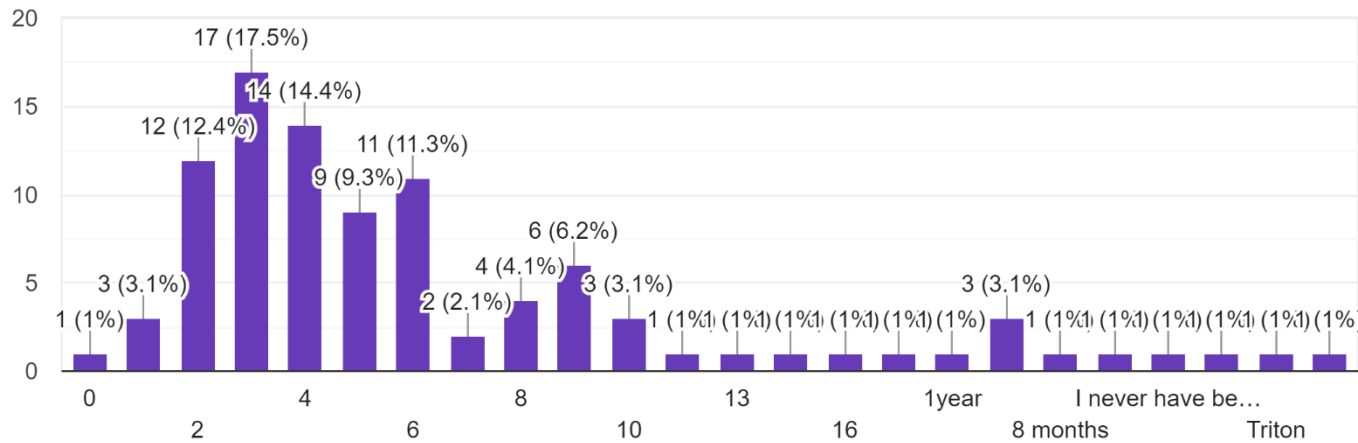
18.2 Annexature 2 : Response:

what's your gender
101 responses



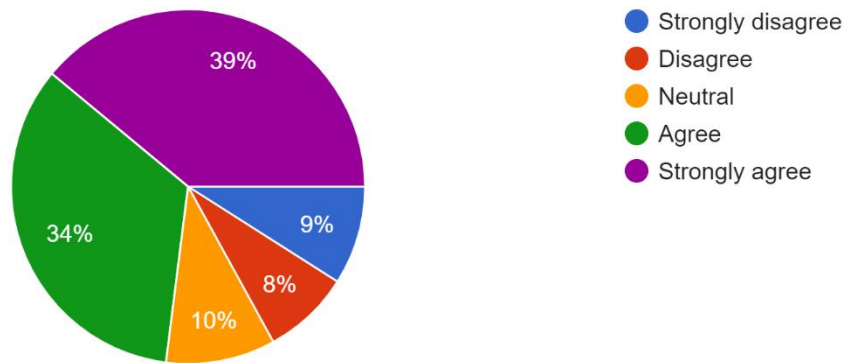
How long have you been working in this organisation?

97 responses



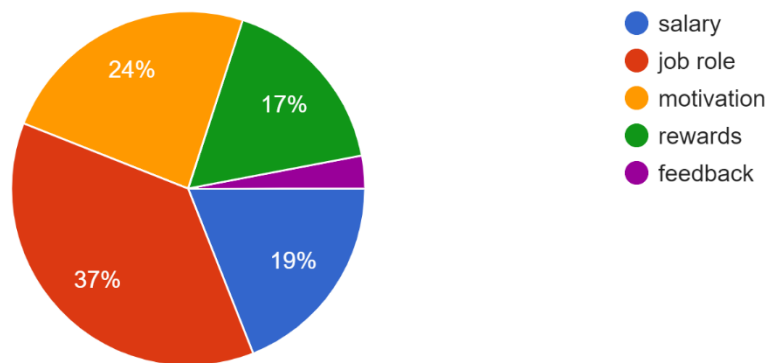
The role of the job is important for the employee’s satisfaction

100 responses



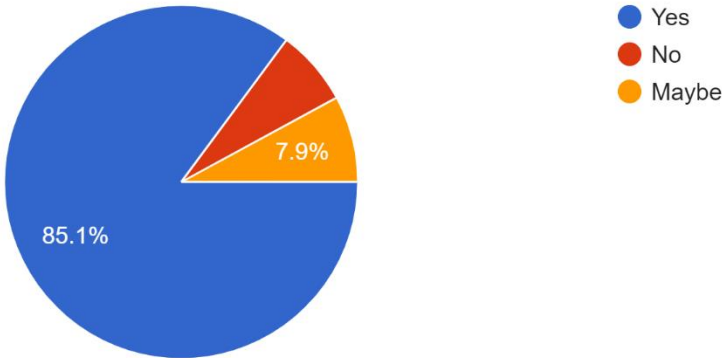
What makes the employee more engaged in the work?

100 responses



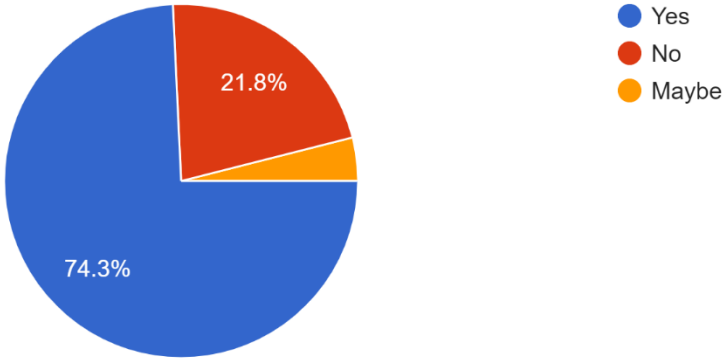
Are you satisfied with the role of your work?

101 responses



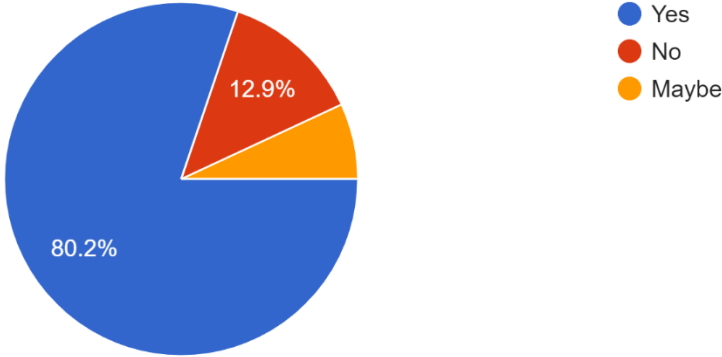
have you ever been given feedback about your job

101 responses



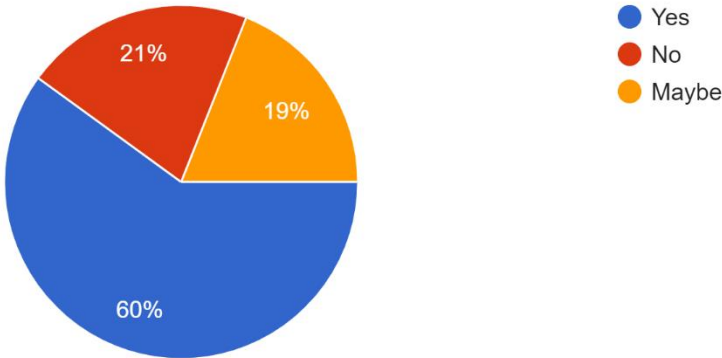
are you provided opportunities with training to improve your skill

101 responses



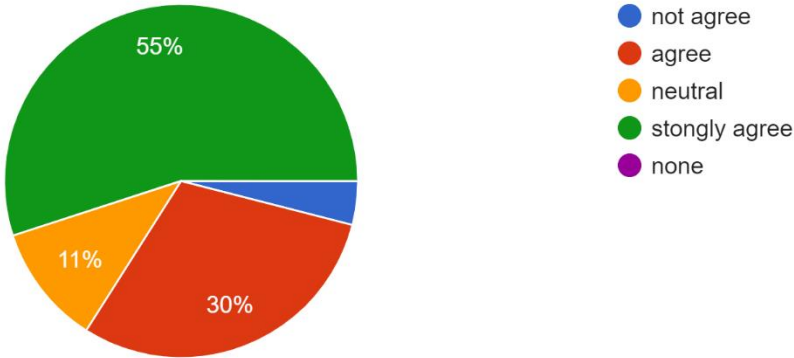
Is your idea accepted by your manager?

100 responses



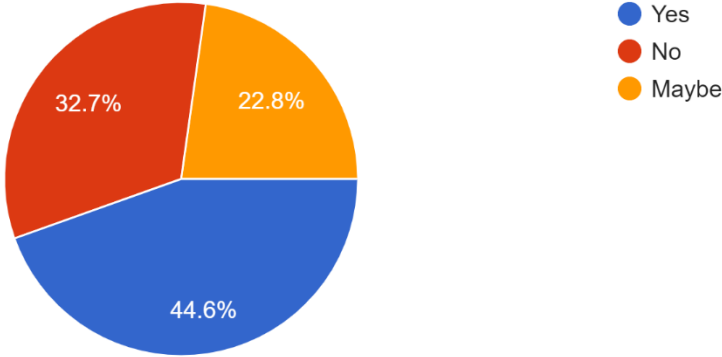
Are you enjoying your work?

100 responses



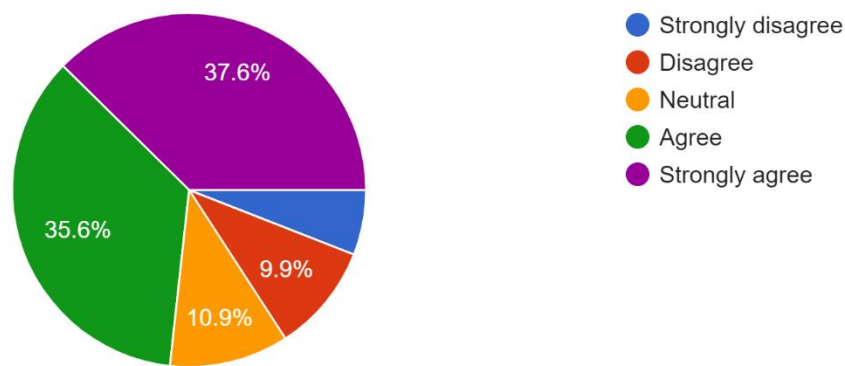
have you felt any stress in your role

101 responses



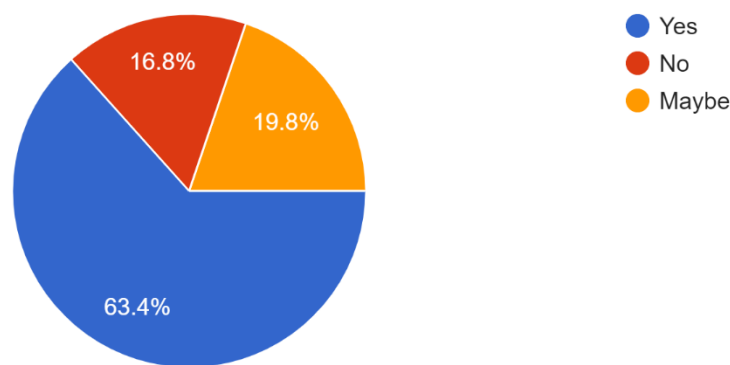
communication between colleague makes work easier while you are working

101 responses



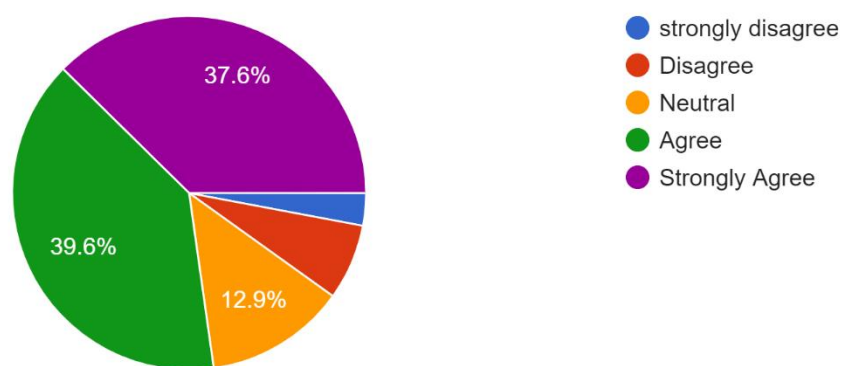
have you recently received a reward for your excellent work

101 responses

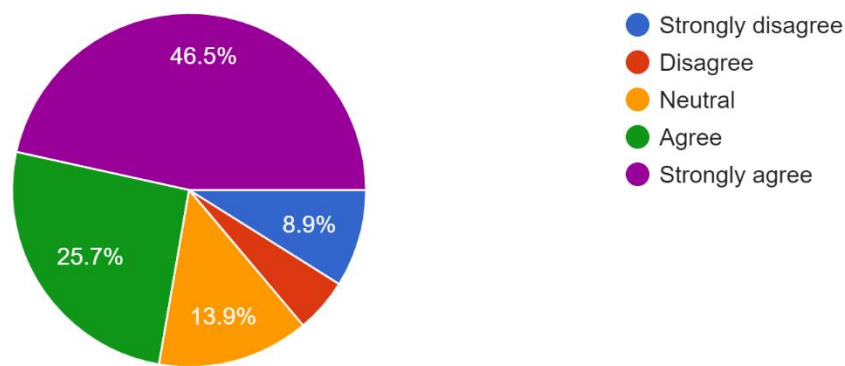


feedback about your work really helpful for improving your performance

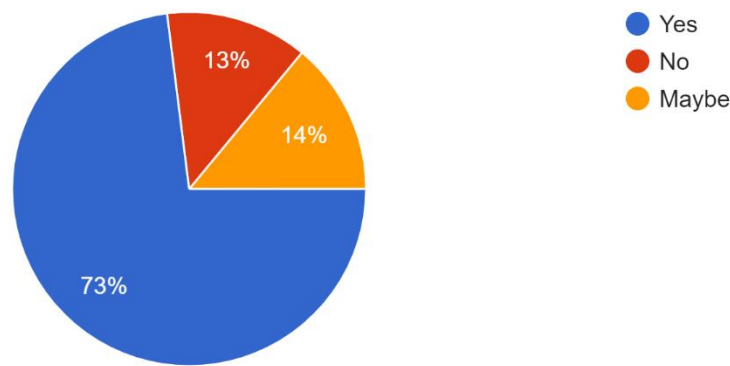
101 responses



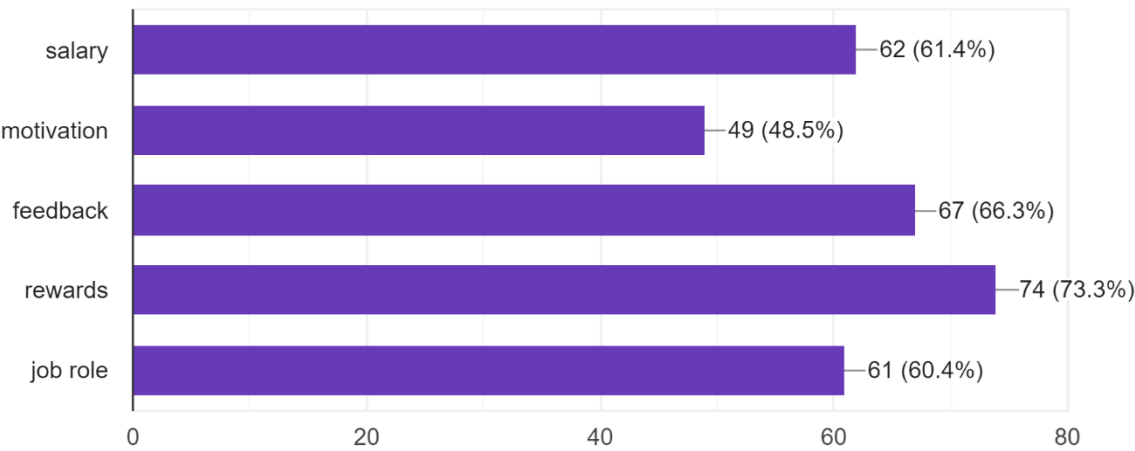
Do you agree that the work environment plays a role in employee engagement and job satisfaction?
101 responses



have you felt satisfied with your work environment?
100 responses

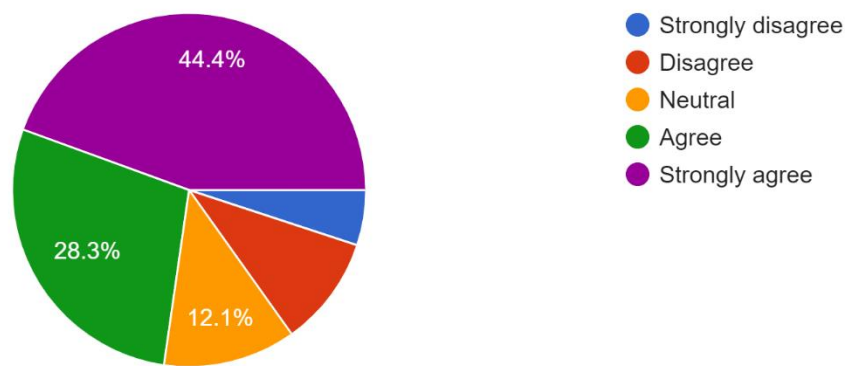


which will make you perform well
101 responses



Flexibility of work will improve performance

99 responses



what are the things that are supporting you to engage more towards the work?

25 responses

- my passion towards the work and team members and feedback
- ok
- Positivity
- My role and support from colleuge
- Environment
- Motivation
- Clear and understanding communication.
- Salary
- More Friendly Colleagues, Customers (Depends upon the area of working).

What are the challenges you have faced while working

23 responses

- some times the shop will be very busy and we need to handle the situation
- ok
- Some time the customer will be short tempered and we have very busy timing in that time, at that time we need to manage all the things
- Handling all things on behalf of everyone
- Space
- Lack of communication
- Communication
- The way of Good Customer Service at the same time Make an eye on shop floor work like Face ups the each and every products of the shelf , Fillings and also Control the shoplifters as well as Customer satisfaction.

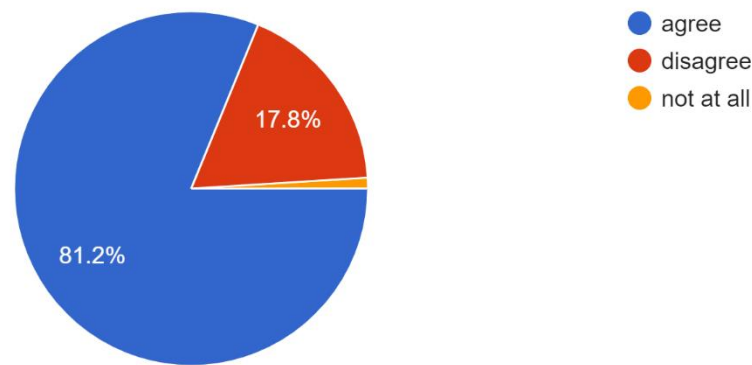
How will your contribution or ideas help the organization to improve its performance ?

21 responses

- my contribution is passion for the work and finshing the work within the time
- ok
- My fullest effort to the organisation
- I'll share my idea even they don't accept
- Motivation and team work
- by clear communication and explonation of ideas
- Shared values
- Feedback About Each and every Small Work.
- I believe every employee who work at ground level, who interacts with customers have more knowledge, so the new ideas bv employees must be entertained. Training on every step must be provided

Have you felt that your work is recognized by the manager

101 responses



the training provided by the organization is useful for you?

100 responses

