

**A critical study of attrition trend in organized retail malls with  
special reference to Pune city**

A thesis submitted

To

**Tilak Maharashtra Vidyapeeth, Pune**

**For the degree of Doctor of Philosophy (Ph. D.)**

In

**Management**

Under the faculty of Management

By

**Mrs. Jyoti Prasad Bhanage**

Prn: 15812005962

Under the guidance of

**Dr. Mukund N. Dongare**

November 2016

## **CERTIFICATE**

This is to certify that the thesis entitled **A critical study of attrition trend in organized retail malls with special reference to Pune city** which is being submitted herewith for the award of the Degree of Doctor of Philosophy (Ph.D.) in Management, of Tilak Maharashtra University, Pune is the result of original research work completed by **Mrs. Jyoti Prasad Bhanage** under my supervision and guidance. To the best of my knowledge and belief the work incorporated in this thesis has not formed the basis for the award of any degree or similar title of her or any other University or examining body upon her.

**Research Guide**

**Place:**

**Date:**

## ACKNOWLEDGEMENTS

Looking back on my Doctoral studies, I would like to thank my family, professors and colleagues without their support and encouragement this thesis would not have been possible.

**Dr.Mukund N. Dongare**, my guide/advisor—who has shared his knowledge and experience with me. You have been a true inspiration to me to keep going and stop at nothing less than the best. I thank him for his constant encouragement and support, help and advice throughout the writing of my thesis.

**Dr.Parag Kalkar, (Director – Sinhgad Institute of Management)** and **Dr. Chetan Chaudhari (Director – Sinhgad Business School)**, have consistently supported me with all kind of cooperation and guidance. So I must thank both of them very much for the great help in completing my work within the earliest possible time.

**To my family members** —I am thankful to them for the constant questions and persistence that pushed me to work harder and become the person I am today. Thank you for instilling in me an appreciation for education and instilling its value in me. Most of all, thank them for letting me know that when I put my mind to it, there's nothing I cannot achieve.

**And finally, most of all thank to all friends & colleagues** for always being there to support and encouragement directly or indirectly.

**JYOTI BHANAGE**

## **DECLARATION**

I hereby declare that the thesis entitled **A critical study of attrition trend in organized retail malls with special reference to Pune city** completed and written by me has not previously formed the basis for the award of any Degree or other similar title upon me of this or any other University or examining body.

**Jyoti Bhanage**

**Research Student**

**Place:**

**Date:**

## TABLE OF CONTENTS

---

<b>CONTENTS:</b>	<b>PAGE NO.</b>
CERTIFICATE	ii
ACKNOWLEDGEMENTS	iii
DECLARATION	iv
LIST OF TABLES	vi
LIST OF GRAPHS	x
LIST OF FIGURES/CHARTS	xiii
ABSTRACT	xiv
<b>Chapter 1: Introduction</b>	1
<b>Chapter 2: Review Of Literature</b>	14
<b>Chapter 3: Research Methodology</b>	59
<b>Chapter 4: Analysis And Interpretation Of Causes Of Attrition</b>	72
<b>Chapter 5: Analysis Of The Data – Trends Of Attrition Rates</b>	139
<b>Chapter 6: Findings, Conclusions &amp; Suggestions</b>	176
<b>Bibliography</b>	184
<b>Annexure 1: Covering Letter For Survey</b>	190
<b>Annexure 2: Questionnaire</b>	191

---

## LIST OF TABLES

Table No.	Particulars	Page No
2.1	% Share of Human Capital in Organized Retail	40
2.2	Comparison of Employee Attrition Per Month in various Retail Segments	42
3.1	Distribution of Employees in Organized Retailing Malls According to Department / Designations	64
3.2	Distribution of RESPONDENTS in Organized Retailing Malls According to Department / Designations	65
3.3	Proportion of Samples drawn from Population (No of Employees in Percentages)	66
3.4	Sampling Proportion According to Departments / Designations	67
4.1	Distribution of Respondents According to Gender Across Malls	74
4.2	Distribution of Respondents According to Gender and Department	75
4.3	Distribution of Respondents According to Marital Status and Department	76
4.4	Distribution of Respondents According to Marital Status Across Malls	77
4.5	Distribution of Respondents According to Educational Qualification Across	78
4.6	Distribution of Respondents According to Educational Qualification and Department	79
4.7	Experience with current employer	80
4.8	Salary / Pay Package	83
4.9	Distribution of Respondents According to Intention of Working with Organization to Begin their Career	84
4.10	Distribution of Respondents to Make Career in Present Organization so far as Salary and Benefits are Concerned	85
4.11	Distribution of Respondents regarding Opinion about Colleagues are Happy with the Salary and Benefits	87
4.12	Distribution of Respondents regarding the Opinion about the attractiveness and Appropriateness of the Promotion Policy, Incentives, and Financial Benefits	88
4.13	Distribution of Respondents Regarding Opinion About Efforts to Find out Other Organization with Better Salary and Prospects	90
4.14	Distribution of Respondents according to Satisfaction regarding Attractive Infrastructure and Layout of Mall	92
4.15	Distribution of Respondents According to the Satisfaction Regarding Good Lights and Ventilation Arrangements	93

<b>Table No.</b>	<b>Particulars</b>	<b>Page No</b>
4.16	Distribution of Respondents Regarding Opinion about Quality of Tools and Equipment	95
4.17	Distribution of Respondents According to Satisfaction about Health and Safety	97
4.18	Distribution of Respondents According to Opinion Regarding Working Conditions	98
4.19	Distribution of Respondents According to the Opinion About Scope in the Organization	100
4.20	Distribution of Respondents Regarding Training and Development Programs	101
4.21	Distribution of Respondents' Opinions About Chances of Promotion	103
4.22	Distribution of Respondents According to the Opinion About Performance Based Reward System	104
4.23	Distribution of Respondents According to the Opinion about Career Opportunities in the Sector	106
4.24	Distribution of Respondents Regarding Opinion about Travelling Comfort	108
4.25	Distribution of Respondents According to the Satisfaction About Working Hours	109
4.26	Distribution of Respondents Regarding Opinions about Health	111
4.27	Distribution of Respondents According to the Opinion About Work-Life Balance	112
4.28	Opinions About the Impact of Personal Reasons on the Attrition	114
4.29	Distribution of Respondents According to the Opinions about Social Status	116
4.30	Distribution of Respondents According to the Opinions About Pressures to Quit	117
4.31	Distribution of Respondents According to the Opinion About Supply Side of Human Resources	119
4.32	Distribution of Respondents According to the Opinion About Job Opportunities and Social Status	120
4.33	Distribution of Respondents According to the Opinions about Social Status	122
4.34	Distribution of Respondents According to the Opinions about Interpersonal Relations	124
4.35	Distribution of Respondents According to the Opinion about Supervisory Relationship	125
4.36	Distribution of Respondents according to the Opinion about Coworker's Relationship	127

<b>Table No.</b>	<b>Particulars</b>	<b>Page No</b>
4.37	Distribution of Respondents About the Opinion regarding Attrition and Superiors Relationship	129
4.38	Distribution of Respondents According to the Opinion about Decision to Quit and Relationship with Co-Workers	130
4.39	Distribution of Respondents According to the Opinion about Job Opportunities in the Sector	132
4.40	Distribution of Respondents According to the Opinion About Job Characteristics	133
4.41	Distribution of Respondents According to the Opinion about Job Characteristics	135
4.42	Distribution of Respondents According to the Opinion about Suitability of Job	136
4.43	Distribution of Respondents According to the Opinion About Special Benefits Received to the Employees	138
5.1	Rate of Attrition for the Year 2009-10	142
5.1 (A)	Descriptive Statistics of Attrition Rate for the Year 2009-10	143
5.2	Rate of Attrition for the Year 2010-11	143
5.2 (A)	Descriptive Statistics of Attrition Rate for the Year 2010-11	144
5.3	Rate of Attrition for the Year 2011-12	145
5.3 (A)	Descriptive Statistics of Attrition Rate for the Year 2011-12	146
5.4	Rate of Attrition for the Year 2012-13	147
5.4 (A)	Descriptive Statistics of Attrition Rate for the Year 2012-13	148
5.5	Rate of Attrition for the Year 2013-14	149
5.5 (A)	Descriptive Statistics of Attrition Rate for the Year 2013-14	150
5.6	Rate of Attrition for the Year 2014-15	151
5.6 (A)	Descriptive Statistics of Attrition Rate for the Year 2014-15	152
5.7	Rate of Attrition for the select Years according to Malls	155
5.8	Rate of Attrition for the select Years according to Malls	157
5.9	Showing 'Average level of satisfaction regarding salary and benefits' with 'rate of attrition' and 'Total Employees left from 2009-10 to 2014-15'	161



<b>Table No.</b>	<b>Particulars</b>	<b>Page No</b>
5.10	Calculation of Correlation Co-efficient between 'Average level of satisfaction regarding salary and benefits' and 'rate of attrition' alongwith 'Total Employees left from 2009-10 to 2014-15'	162
5.11	Showing 'Average level of satisfaction regarding working conditions' with 'rate of attrition' and 'Total Employees left from 2009-10 to 2014-15'	164
5.12	Calculation of Correlation Co-efficient between 'Average level of satisfaction regarding working conditions' and 'rate of attrition' along with 'Total Employees left from 2009-10 to 2014-15'	165
5.13	Showing 'Average level of satisfaction regarding Career Growth' with 'Rate of Attrition' and 'Total New Employees Joined from 2009-10 to 2014-15'	166
5.14	Calculation of Correlation Co-efficient between 'Average level of satisfaction regarding Career Growth' and 'rate of attrition' along with 'Total Employees Joined from 2009-10 to 2014-15'	167
5.15	Calculation of 't' statistics for H1	169
5.16	Calculation of 't' statistics for H2	171
5.17	Calculation of 't' statistics for H2	172
5.18	Summary for the Calculation of ANOVA	175
5.19	Calculation of ANOVA	175

## LIST OF CHARTS

Chart No.	Particulars	Page No
4.1	Distribution of Respondents According to Gender	75
4.2	Distribution of Respondents According to Marital Status	77
4.3	Distribution of Respondents According to Gender Educational Qualification	79
4.4	Experience with current employees	81
4.5	Salary / Pay Package	83
4.6	Distribution of Respondents According to Intention of Working with Organization to Begin their Career	85
4.7	Distribution of Respondents to Make Career in Present Organization so far as Salary and Benefits are Concerned	86
4.8	Distribution of Respondents regarding Opinion about Colleagues are Happy with the Salary and Benefits	88
4.9	Distribution of Respondents regarding the Opinion about the attractiveness and Appropriateness of the Promotion Policy, Incentives, and Financial Benefits	89
4.10	Distribution of Respondents Regarding Opinion About Efforts to Find out Other Organization with Better Salary and Prospects	91
4.11	Distribution of Respondents according to Satisfaction regarding Attractive Infrastructure and Layout of Mall	93
4.12	Distribution of Respondents According to the Satisfaction Regarding Good Lights and Ventilation Arrangements	94
4.13	Distribution of Respondents Regarding Opinion about Quality of Tools and Equipments	95
4.14	Distribution of Respondents According to Satisfaction about Health and Safety	98
4.15	Distribution of Respondents According to Opinion Regarding Working Conditions	99
4.16	Distribution of Respondents According to the Opinion About Scope in the Organization	101
4.17	Distribution of Respondents Regarding Training and Development Programs	102
4.18	Distribution of Respondents' Opinions About Chances of Promotion	104
4.19	Distribution of Respondents According to the Opinion About Performance Based Reward System	105
4.20	Distribution of Respondents According to the Opinion about Career Opportunities in the Sector	107

Chart No.	Particulars	Page No
4.21	Distribution of Respondents Regarding Opinion About Travelling Comfort	109
4.22	Distribution of Respondents According to the Satisfaction About Working Hours	110
4.23	Distribution of Respondents Regarding Opinions about Health	112
4.24	Distribution of Respondents According to the Opinion About Work-Life Balance	113
4.25	Opinions About the Impact of Personal Reasons on the Attrition	115
4.26	Distribution of Respondents According to the Opinions about Social Status	117
4.27	Distribution of Respondents According to the Opinions About Pressures to Quit	118
4.28	Distribution of Respondents According to the Opinion About Supply Side of Human Resources	120
4.29	Distribution of Respondents According to the Opinion About Job Opportunities and Social Status	121
4.30	Distribution of Respondents According to the Opinions about Social Status	123
4.31	Distribution of Respondents According to the Opinions about Interpersonal Relations	125
4.32	Distribution of Respondents According to the Opinion about Supervisory Relationship	126
4.33	Distribution of Respondents according to the Opinion about Coworker's Relationship	128
4.34	Distribution of Respondents About the Opinion regarding Attrition and Superiors Relationship	130
4.35	Distribution of Respondents According to the Opinion about Decision to Quit and Relationship with Co-Workers	131
4.36	Distribution of Respondents According to the Opinion about Job Opportunities in the Sector	133
4.37	Distribution of Respondents According to the Opinion About Job Characteristics	134
4.38	Distribution of Respondents According to the Opinion about Job Characteristics	136
4.39	Distribution of Respondents According to the Opinion about Suitability of Job	137
4.40	Distribution of Respondents According to the Opinion About Special Benefits Received to the Employees	139

## LIST OF FIGURES/GRAPHS

<b>Figure/ Graph No.</b>	<b>Particulars</b>	<b>Page No.</b>
1.1	Organized Retail Industry in India	06
3.1	Per cent of Sample Against Population (Total Employees)	67
3.2	Sampling Proportion According to Departments / Designations	68
6.1	Trend of Attrition Rates (Industry Average, Min and Max)	178
6.2	Trend of Newly Joined and Left Employees	179

## ABSTRACT

### **A critical study of attrition trend in organized retail malls with special reference to Pune city**

#### **1 Introduction:**

##### **1.1 History & Present status of Organized Retail Market in India:**

“The Organized Retail Industry in India has come forth as one of the most dynamic and fast paced industries with several players entering the market. A large young working population with median age of 24 years, nuclear families in urban areas, along with increasing working women population and emerging opportunities in the services sector are going to be the key factors in the growth of the organized retail sector in India”.<sup>1</sup>

The above information gives a basic idea as of how the problems in organized retail sector are going to affect on society because this sector is emerging as major sector for employment opportunities for youngsters and working women as referred above.

**Report from consultancy firm Booz & Company, 2013,** Fast growth in organized retail and opening of new malls and stores have raised attrition levels at the shop floor to alarming levels of eight per cent a month, or 96 per cent a year, say consultants. Just three to four years earlier, attrition was only two to three per cent a month. The Indian retail sector grew eight per cent annually between 2007 and 2011, with the organized segment growing at more than three times the pace of the unorganized one. The share of organized retail is expected to touch 14 per cent of the total by 2016, says a recent report from consultancy firm Booz & Company. A number of corporate groups — Reliance, Birla and Bharti, for instance — have entered the sector. Existing ones such as the Future group, Spencer’s and others have expanded, opening avenues for front-end staff.

We are seeing an attrition of 50 to 60 per cent, lower than the industry. But that is because we do not ask for a high qualification. We are okay with 10th standard pass outs, while others ask for 12th pass outs. Those (10th pass) people tend to stay for a longer time,” says a senior executive from the Mumbai-based D Mart chain. "High attrition pushes up hiring costs”.

Adds Suresh J, M.D., Arvind Lifestyle Brands: "When retailers open new stores, they offer Rs. 500 more and get people. For many sales staff, even Rs. 500 hike is big enough to move."

In a recent survey done (from July 2012 to January 2013, with 34 retailers taking part) by Tata Consultancy Services and the Retailers Association of India (RAI), a third of the respondents said they had average attrition rates of more than eight per cent in a month, translating to almost 100 per cent a year.<sup>2</sup>

The above report highlights on certain important and relevant points like 8% growth rate of Organized Retail Sector (ORS), increasing rate of attrition from 3% per month in 2010 to 8% per month in 2013. Expected share of ORS is 14% in the Indian economy. This is an indicator of the need to focus on the issues related to attrition in ORS.

**Shreya Biswas, 2013**, has written in her article "Attrition in India to top world charts in 2013"; in Economic Times that one in four employees in the organized sector in India is set to switch jobs, the highest attrition rate globally, according to a Hay Group study. The series of fresh investments planned across sectors could raise demand for talent even as economic conditions remain tepid, raising concerns on employee engagement and retention.

This indicates the extreme need of strong and urgent steps to be taken to introduce good retention policy in organized retail malls.<sup>3</sup>

The author has clearly mentioned in the above article that India has the highest attrition rate in ORS against which strong action has to be taken.

**Govind Shrikhande, 2013**, M.D. of Shoppers Stop, says in his opinion in the article, "HR Challenge" in news paper Business Standard, says that employees are leaving for a combination of reasons. "About 25-30 percent employees leave for higher education, another 30 per cent leave for higher salaries and others for various other reasons."

Shoppers Stop has put career progression modules within the company. Any customer associate who completes 18 months with the company becomes eligible for a 'Baby Kangaroo' program, wherein he will get a mentor and additional responsibilities. Once the associate clears assessment tests, he or she can become a

department manager or store manager. Those who complete 24-36 months can also get into different career growth tracks, based on their qualifications”.<sup>4</sup>

This is really a good example of retention policy implemented by Shoppers Stop which gives the opportunities to rise on the career ladder. The opinion of Mr. Govind Shrikhande describes major two reasons of attrition in ORS viz. 30% for higher education and 30% for higher salary and rest 40% leave jobs for various reasons.

**Chiranjiv Singh, 2012**, says in his “FDI in Indian Retail Sector – Highlights and Analysis” in CAclub India- An Interactive Platform for Finance Professionals that, like every other economy, the retail sector is also one of the most crucial and extremely potential sectors of the Indian Economy. As of now, the retail sector in India accounts for approximately 33% of the GDP with 46% growth rate in past three years from 2008 to 2011. The Indian retail market is one of the top 5 retail markets in the world and employs 7% of the total Indian work-force.

The retail sector in India is divided into two main heads, viz., organized sector and unorganized sector. Organized Sector Retailers means to include the licensed retailers i.e. those, who have registered themselves for sales tax/VAT, income tax, etc. These are generally private owned large businesses, like Westside, Tanishq, Croma, Shoppers Stop, Lifestyle, Pantaloons, Reliance World, Max and many more. On the other hand, unorganized retailing refers to the traditional / kirana/ shops, general/departmental stores, /paan/beedi/ shops, etc. If we talk about the statistics, the market share of unorganized retail sector is 97% of the total retail sector, as compared to organized retail sector, which accounts for only 2-3%. This data is even after the presence of big corporate giants like Tata, Reliance, K Raheja Corp Group. It is estimated that the retail sector will reach around US \$600 billion by 2020. Significantly retail industry contributes about 10% to the GDP of India, and it is the largest source of employment after agriculture in the country.<sup>5</sup>

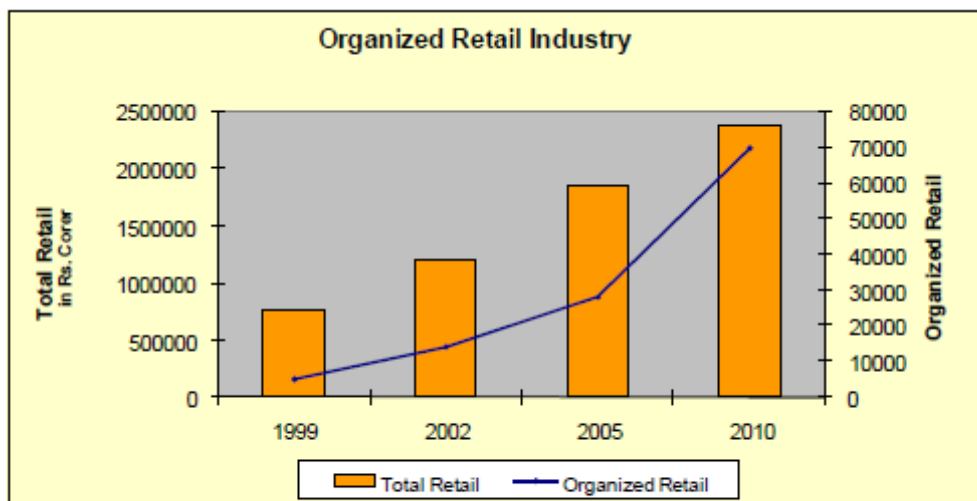
In this article it is mentioned that India has found its place in the world’s retail market. It also mentions that the growth of organized retail is less but it is increasing and generating good scope for employment.

**GouriAgteyAthale, 2006**, mentioned in her article in Economic Times dated Aug 15, 2006, PUNE: The retail juggernaut rolls on, especially in Pune where studies indicate that organized retail attracts a higher spend than the national average. Estimates indicate that Pune has 8-12 lakh sq ft in organized retail space already built

up, with another 30 lakh sq ft space to be added over the next two years. These are projects which have either been announced or are under construction. This kind of construction represents huge investments. At an average cost per square ft of Rs 2,500, the amount range from Rs 200 crore for 8 lakh sq ft to Rs 750 crore for 30 lakh sq ft. This, moreover, represents just organized retail, in the form of malls, multiplexes and large departmental stores. Most of this development is being done by local developers although their tenants will be global or Indian brands. Retail real estate begins to look up in Pune.<sup>6</sup>

The author in this article highlights the point that huge investments are made by organized retail malls in Pune and therefore there is a lot of scope for employment in organized retail sector.

Some statistical information is given below in the graph to know the growth of the Organized Retail Industry in India in comparison with the total retail in the country. It shows that the contribution of organized retail is increased from approximately Rs.5000 crores to Rs.70000 crores from the year 1999 to 2010. In comparison with that the total retail was Rs. 750000 crores in 1999 and Rs. 2200000 crores in 2010. In conclusion, the percentage in the contribution of organized retail over total retail in the country is increased from 0.6 % in 1999 to 3.2 % in 2010.<sup>7</sup>



Source: Saxena Ranjan, Marketing Management, Tata McGraw Hill Education Private Limited, New Delhi, 2009, p 476

## 1.2 Scope for employment opportunities:

With reference to one article in newspaper Times of India, 2012, it is a small wonder that retail sector has opened the floodgates of employment opportunities to the Indian youth. Statistics reveal that the organized retail sector has increasing



employee base burgeoning from 5.4 lakh to an awesome 16 lakh over the last couple of years. About 2 millions jobs were thrown open in the organized retail sector by 2010 with all key players including Pantaloon India, RPG Retail, Lifestyle, Wills lifestyle, Shoppers shop, Trent Ltd, Crosswords Bookstores Ltd., Ebony Retail Ltd. and Reliance Retail Ltd. The retail sector has abundant opportunities for part time positions as well due to the long working hours.<sup>8</sup>

According to this newspaper article it is sure that tremendous job openings are going to throw open in organized retail sector.

**DileepAthavale,2012,** Demand and absorption for real estate for retail segment in the city has seen a rise in the recent months. The segment, which had been languishing for a long time, has been showing signs of a comeback, to appropriate property becoming available, reports have indicated. The asking rentals for retail space have however remained stable or even declined in certain locations, the reports added. The India Retail Market Review for July-December 2011, by real estate advisory firm CB Richard Ellis said the organized retail mall market witnessed an increase in absorption of retail space due to scarcity of quality retail supply in high street locations in Pune such as MG Road, JM Road and Aundh Road. Also encouraging the absorption were the affordable rental values, the report said. Mall developments witnessed absorption of almost 30 lakh sq ft of retail space during this review period, which was an increase from the previous review period. The report points out key developments that came on stream included Amanora Mall in Hadapsar, with a leasable area of around 1 million sq ft, Phoneix Market City (1 million sq ft) in Vimannagar and Pacific Mall (5,00,000 sq ft) at Swargate.<sup>9</sup>

Until 2011, Indian central government denied foreign direct investment (FDI) in multi-brand Indian retail, forbidding foreign groups from any ownership in supermarkets, convenience stores or any retail outlets, to sell multiple products from different brands directly to Indian consumers..

The government of Man Mohan Singh, Prime Minister, announced on 24<sup>th</sup> November 2011 the following:

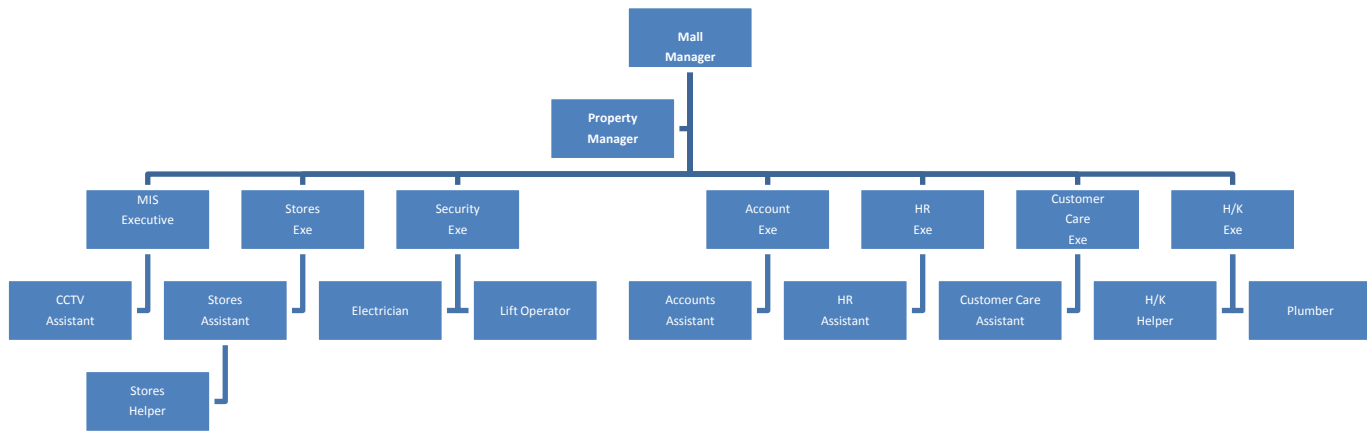
- India will allow foreign groups to own up to 51 per cent in "multi-brand retailers", as supermarkets are known in India, in the most radical pro-liberalization reform passed by an Indian cabinet in years;

- Single brand retailers, such as Apple and Ikea, can own 100 percent of their Indian stores, up from the previous cap of 51 percent;
- Both multi-brand and single brand stores in India will have to source nearly a third of their goods from small and medium-sized Indian suppliers;
- All multi-brand and single brand stores in India must confine their operations to 53-odd cities with a population over one million, out of some 7935 towns and cities in India. It is expected that these stores will now have full access to over 200 million urban consumers in India;
- Multi-brand retailers must have a minimum investment of US\$100 million with at least half of the amount invested in back end infrastructure, including cold chains, refrigeration, transportation, packing, sorting and processing to considerably reduce the post harvest losses and bring remunerative prices to farmers;
- The opening of retail competition will be within India's federal structure of government. In other words, the policy is an enabling legal framework for India. The states of India have the prerogative to accept it and implement it, or they can decide not to implement it if they so choose. Actual implementation of policy will be within the parameters of state laws and regulations.

The opening of retail industry to global competition is expected to spur a retail rush to India. It has the potential to transform not only the retailing landscape but also the nation's ailing infrastructure.

A Wall Street Journal article claims that fresh investments in Indian organized retail will generate 10 million new jobs between 2012–2014, and about five to six million of them in logistics alone; even though the retail market is being opened to just 53 cities out of about 8000 towns and cities in India.<sup>10</sup>

**Diagram No. 1: (Organization Structure of ORMs)<sup>11</sup>**



## **2. Significance of the study:**

Under the present circumstances, retention and motivation of personnel on ORS has become the major concern of HR. Looking at the current scenario, it could be said that there is an acute shortage of middle level management professionals in the Indian Retail Industry. The current trend is to hire from a smaller organization tempting the incumbent with a better pay package. It is imperative that suitable talent be hired in various areas such as technology, supply chain, logistics, product development and marketing in order to stay side by side of the hectic race for success among MNCs. The call is for HR practitioners to play a more proactive and prominent role in order to retain the high tech skilled employees who are constantly looking for greater gains and prospects in their work. This is the real HR challenge to retain the "workers" by introducing new processes and procedures and still ride high in implementing organizational effectiveness.

The study of attrition will certainly enable to find out the ways to ensure longer sustainability of the organized retail malls.

Good HR practices can build better relationship with customers. Traditional shop keepers have been successful to create and maintain good customer relations. In organized markets it is necessary to inculcate better values in the initial stages of the development to establish high quality HR practices and organizational culture. This will create a strong bonding between employees and customers for longer period.

Without the help of well trained, loyal and committed human resource, organized retail malls cannot achieve strong position in the retail sector. The reason is a very strong and wide spread network of traditional market has notable personal touch with the customers and even their family members. This results in the lifelong business with customers for generations.

## **3 Review of Literature:**

3.1.1 **Deloitte Touche Tohmatsu India Pvt Ltd, 2013**, in its article "Retail Sector - An HR Point of View", Human Capital Advisory Services, February 2013, has commented as under: Human Capital Advisory Services Human Resource Departments across retail organizations will need to adopt innovative practices to attract and engage employees. Technology would be a key enabler that facilitates interventions reaching the masses at breakthrough speeds. HR needs to think differently and endeavor to make sure that critical and trained employees are used effectively for the new formats that may be developed in

the near future. The need of the day is to be able to attract talent and retain them by progressively responding to the growing need of the industry. In order to address on-going challenges of retention, HR needs to continue to deploy effective on boarding programs, engagement initiatives. It is important to measure effectiveness of existing programs and improvise as needed so that goals are consistently being met. A focused approach will be needed to develop talent through multiple ways, identifying unique ways which go beyond regular classroom training and on the jobs exposure to unearth and utilize the full people potential. The Report also gives the information about past, present and future of organized retail market.<sup>12</sup>

**Past:** As mentioned above, past focus has been mostly on hiring since attrition is very high in this sector. As retail is one of the fast growing sectors in India, the key business motive was also on expansion, thus, having HR majorly focus on recruiting and getting people on floor on time.<sup>12</sup>

**Present:** Due to the boom in the retail sector there are lots of attractive job opportunities in the market, especially for front line sales. The current focus has shifted to control attrition, increase productivity, reduce cost, and minimize hiring. This is done so that profitability can be matched by the initiatives taken. Some companies are making huge investments in their people by introducing, Individual Development plans, and professional grooming courses to match with international standards and building the culture and organizational capability. This would help HR move up the value chain.<sup>12</sup>

**Future:**

Looking at government reforms and focuses on the sector, the perceived future HR focus areas will be as follows:

- Building strong rewards & recognition program
- Aggressive Incentive Plans
- Building practices to retain critical talent
- Acquire skill sets that is scarce
- Capability building and continuous focus on Training
- Create a strong performance driven & learning culture

Many retailers have already started building in-house training centers and capability development practices. Some organizations have their internal

training academy and continuously undertake skill development. In the long run, these provide an impetus to employees to upgrade and progress in their respective careers. For organization, it serves as a tool to manage their talent and skill. Retailers are aware of the reasons that have led to key challenges such as: Attrition and Talent Acquisition and have adopted initiatives to address those effectively. Given below are the key reasons for attrition faced by the retailers:

- The frontline staff requires young graduates with more service orientation. But, retail industry is not seen as an industry to make a career. The mind-set of front line sales executives is always to earn a penny more. This calls for high employee turnover
- Though retail organizations invest heavily on training, it is difficult to have the staff be ready from day one to be on the floor. After taking training employees may choose to take up another job with marginally higher pay.
- Another reason for attrition is alternative sources of employment available e.g. IT, ITES, LIC agency, etc. Employees switch for mere hike of Rs.500.
- Many retailers also face a problem of brand positioning in market. Fresh graduates look up to bigger brands, rather renowned brands. Certain international brand names which do not have good brand positioning in Indian market face problem in attracting good talent.<sup>12</sup>

### 3.1.2 Defining Attrition:

**Oxford Dictionary, 2013** defines the word attrition as under:

“The process of reducing something’s strength or effectiveness through sustained attack or pressure.”<sup>13</sup>

“The gradual reduction of a workforce by employees leaving and not being replaced rather than by redundancy”. For example, The company said that it will reduce its worldwide employment by about 10% through attrition.<sup>13</sup>

Definition of Employees’ Attrition as per Cambridge Dictionary: “A reduction in the number of employees in a company made by not replacing those who leave, rather than forcing people to leave their jobs”<sup>14</sup>.

Definition of Employees’ Turnover as per Cambridge Dictionary: “The rate at which employees leave a company and are replaced by new employees”<sup>15</sup>.

### 3.1.3 **Reasons for attrition:**

3.1.3.1 **Geraldine Garner, 2008**, has written in the article “Five Attrition Factors and What You Can Do about Them” in the magazine for professional engineers that following are the reasons of employee attrition:

- a. People and Communication
- b. Work Assignments
- c. Lack of Career Opportunities
- d. Infrastructure
- e. The Company<sup>16</sup>

3.1.3.2 **Jacqui Barrett-Poindexter, 2012**, posted on his blog the reasons of resignation of employees which throws light on the reasons of attrition.

Below are ten reasons why employees resign:

1. Employees Feel Underappreciated
2. A Lack of Proper Compensation
3. Insufficient Time Off
4. Change In Management
5. Outdated Machinery and Equipment.
6. Unrealistic Goals
7. Lack of Management Support
8. The Need to Be Challenged
9. Lack of a Joyful Environment
10. Lack of a Clear Pathway to Success

Companies spend a lot of time, energy and money to hire the right people. All of these resources are wasted if they can't keep the people they've invested so much in already.<sup>17</sup>

3.1.3.3 **Citeman, 2012**, It is not easy to find out as to who contributes and who has the control on the attrition of employees. Various studies/surveys conducted indicate that every one is contributing to the prevailing attrition. Attrition does not happen for one or two reasons. The way the industry is projected and speed at which the companies are expanding has a major part in attrition. The specific reasons for attrition are varied in nature and it is interesting to know why the people change jobs so quickly. Even today, the main reason for

changing jobs is for higher salary and better benefits. While attrition cannot be attributed to employees alone, let us look at some of the possible reasons:

1. Organizational matters: The employees always assess the management values, work culture, work practices and credibility of the organization.
- 2 Working environment
- 3 Job pressure and stress
- 4 Monotony
- 5 Salary and other benefits
- 6 Personal reasons:

The personal reasons are many and only few are visible to us. They vary widely from getting married to relocating for health/family reasons. The next important personal reason is going for higher education.<sup>18</sup>

**3.1.3.4 As per Indian Retail Industry website, 2012,** following are the Challenges with respect to human resources: The Indian organized retail players shell out more than 7% of sales towards personnel costs. The high HR costs are essentially the costs incurred on training employees as there is a severe scarcity for skilled labor in India. The retail industry faces attrition rates as high as 50%, which is high when compared to other sectors also. Changes in career path, employee benefits offered by competitors of similar industries, flexible and better working hours and conditions contribute to the high attrition.<sup>19</sup>

## **4 Objectives and Scope of the study**

### **4.1 Objectives of the Study:**

- 4.1.1 To measure the attrition rate in selected organized retail malls in Pune city
- 4.1.2 To find out & analyze the reasons behind the attrition in those selected organized retail malls.
- 4.1.3 To suggest different retention policies to overcome the problem of attrition in organized retail malls.



#### **4.2 Scope of the study:**

The study is conducted in Pune Municipal Corporation and Pimpri-Chinchwad Municipal Corporation areas. Henceforth in this study the area will be called as 'Pune City' as Pune and Pimpri-Chinchwad area are supposed as one business hub not two separate areas. The study is restricted to Organized Retail Malls in Pune City.

#### **4.3 Limitations of the study:**

4.3.1 Being Retail Organized Sector is the recent development in the Indian Economy the period of study is for five years from 2007-08 to 2012-13.

4.3.2 Respondent employees are mostly belonging to young generation.

4.3.3 For the purpose of this study the researcher is interested to evaluate management policies for retention of the employees however it seems to be difficult to obtain the data from the management.

**5 Defining the Problem:** It is estimated that the retail sector will reach around US \$600 billion by 2020. Significantly retail industry contributes about 10% to the GDP of India, and it is the largest source of employment after agriculture in the country. The Indian retail market is one of the top 5 retail markets in the world and employs 7% of the total Indian workforce.<sup>5</sup> However fast growth in organized retail and opening of new malls and stores have raised attrition levels at the shop floor to alarming levels of eight per cent a month, or 96 per cent a year. Just three to four years earlier, attrition was only two to three per cent a month.<sup>2</sup>

Referring to the meaning of attrition the normal reduction in the workforce in ORM in current scene is creating a huge gap of growing requirement of trained workforce. The problem is more severe because the attrition is very high in the growing trend of the sector. Therefore the researcher wants to focus on the attrition problem in ORM so as to suggest the policy makers the ways to resolve the matter in advance.

#### **6 Hypotheses of the Study:**

**6.1** H1: Salary and benefits are correlated with the behavior of leaving assignments.

**6.2** H2: Working conditions are correlated with the behavior of leaving assignments.

**6.3** H3: Opportunities for Career Growth are correlated with the behavior of leaving assignments.

**6.4 H4:** Rate of attrition in organized retailing malls are having significant variations.

**7 Research Design:** With reference to the literature reviewed and observations the researcher will be focusing on the following parameters / factors affecting on attrition in ORM (**Diagram No.2**):

**7.1 Parameters / factors affecting on attrition in ORM**

7.1.1 Salary & Benefits

7.1.2 Working Conditions

7.1.3 Career Growth

7.1.4 Personal Reasons

7.1.5 Social Status

7.1.6 Internal Personal Relations at Workplace

7.1.7 Other Miscellaneous Causes

**7.2 Research Tool:** Being a descriptive research an opinion survey will be carried out by the researcher. A well designed, reviewed and pilot tested questionnaire preferably in Likert's 5 points scale will be used as a tool to collect the research data from the front line and middle management level employees in the selected ORM.

**7.3 Respondents:** The respondents will be the front line employees of selected Organized Retail Malls in Pune city. Any supporting information will be collected from the Administration or HR department of the malls.

**7.4 Selection of ORMs as respondents' organizations for this research:** As per the initial survey made by the researcher and information collected there are 112 organized retail malls in Pune city. The actual selection will be done on the basis of employees' population of ORM in Pune city after collecting the data to that effect. Also area wise representation will be taken in to consideration.

**Diagram No. 2**



## **8 Data Collection Method & Technique of Sampling**

**8.1 Primary Data:** Primary data will be collected from the employees of the organized retail malls through well designed and tested questionnaire. The questionnaire will be addressed to the front line and middle management level employees in the selected ORM.

**8.2 Sample Size:** Sample size will be taken at the rate of 10% (or more as per the need) of the total number of employees in the organized retail sector in Pune City by using Stratified Random Sampling method.

**8.3 Secondary Data:** Secondary data will be collected with the help of books, journals, research papers, Ph.D. theses, internet and any other medium of reliable secondary information.

**8.4 Data Presentation:** The collected data will be presented with the help of graphs, charts and tables which will be listed and numbered.

**8.5 Data Analysis & Interpretation:** Necessary statistical techniques like mean, standard deviation, correlation, regression, hypothesis testing by using appropriate test e.g. 't' test may be used to analyze and further interpret the data to arrive at conclusion and findings.

## **9 Chapter Scheme:**

- Chapter 1: Introduction
- Chapter 2: Review Of Literature
- Chapter 3: Research Design And Methodology
- Chapter 4: Analysis And Interpretation Of Causes Of Attrition
- Chapter 5: Analysis Of The Data: Trends Of Attrition Rates
- Chapter 6: Findings, Conclusions And Suggestions
- Bibliography

## **10 Reference Period: From Year 2007-08 To 2014-15**

### **References:**

1. <http://www.indianmirror.com/indian-industries/retail.html> (accessed on 15th November, 2012)
2. Report from consultancy firm Booz & Company, 2013, Newspaper Business Standard dated Thursday, July 18, 2013.
3. Shreya Biswas, 2013, “Attrition in India to top world charts in 2013” Article in Economic Times ET Bureau June 7, 2013.
4. Govind Shrikhande 2013, News paper Business Standard, dated Thursday, July 18, 2013
5. Chiranjiv Singh, 2012, “FDI in Indian Retail Sector – Highlights and Analysis” an article in CAclub India-An Interactive Platform for Finance Professionals, (<http://www.caclubindia.com/articles/fdi-in-indian-retail-sector-highlights-analysis-12546.asp#.T9SdvIGHOuN>)
6. Gouri Agtey Athale, 2006, Economic Times dated Aug 15, 2006, ([http://articles.economictimes.indiatimes.com/2006-08-15/news/27456123\\_1\\_ft-of-retail-space-sq-ft-retail-juggernaut-rolls](http://articles.economictimes.indiatimes.com/2006-08-15/news/27456123_1_ft-of-retail-space-sq-ft-retail-juggernaut-rolls))
7. Saxena Ranjan, 2009, “Marketing Management”, Tata McGraw Hill Education Private Limited, New Delhi, p 476.
8. [http://articles.timesofindia.indiatimes.com/2012-02-07/pune/31033203\\_1\\_retail-space-retail-real-estate-retail-mall](http://articles.timesofindia.indiatimes.com/2012-02-07/pune/31033203_1_retail-space-retail-real-estate-retail-mall)
9. Dileep Athavale, 2012, A Report in Times News Network, Feb 7, 2012, 02.47A.M. IST
10. [http://en.wikipedia.org/wiki/Retailing\\_in\\_India](http://en.wikipedia.org/wiki/Retailing_in_India), Accessed on 28/08/2013
11. [www.managementparadise.com](http://www.managementparadise.com)

12. Deloitte Touche Tohmatsu India Pvt Ltd, 2013, A Report on “Retail Sector - An HR Point of View”, Human Capital Advisory Services, [www.deloitte.com/in](http://www.deloitte.com/in), February 2013,
13. Oxford Dictionary, 2013 Edition. Published by Oxford University Press, London, U.K.
14. Cambridge Dictionary
15. Cambridge Dictionary
16. Geraldine Garner, 2008, “Five Attrition Factors and What You Can Do about them” the magazine for professional engineers, © Published by the National Society of Professional Engineers, May 2008, U.S.
17. Jacqui Barrett-Poindexter, on November 09 2012 Posted on Glassdoor Talent Solutions Copyright 2014 - <http://www.glassdoor.com/employers/blog/10-reasons-employees-resign/>
18. <http://www.citehr.com/182831-attrition-concept-working-conditions.html#ixzz2Zfdae9zN>
19. <http://www.dnb.co.in/IndianRetailIndustry/issues.asp>

**Mrs. Jyoti Bhanage**  
**Research Student**

**Dr. Mukund N. Dongare**  
**Research Guide**

## **CHAPTER 1: INTRODUCTION**

- 1.1 Background of the Study**
- 1.2 Rational Behind the Study**
- 1.3 Reasons behind the selection of the topic**
- 1.4 Brief profile of key players in Retail Industry**
- 1.5 Summary**

## CHAPTER 1: INTRODUCTION

### 1.1 Background of the Study:

Attrition is the fact which is very badly hampering the organizations in current situation. Employees are hopping from one organization to another in a large scale. This enforces to start thinking in corporate era. It is in fact an event occurring obviously but influenced by various factors termed as causes and or reasons of attrition. Though, it must be noted that, the attrition phenomena doesn't occur only because of a single factor. However it is the output of joint function and process of various factors which causes jumping of employees from one place to another. The measurement of this attrition has been expressed as a 'rate of attrition', meaning quotient of employees left in a certain period of time proportionate to average employees for specific time. The critical investigation of attrition phenomena in the context of organized retailing malls operative in Pune City is the main thrust of the present study. Accordingly, the title of present study has been detailed and presented as- '**A CRITICAL STUDY OF ATTRITION TREND IN ORGANIZED RETAIL MALLS WITH SPECIAL REFERENCE TO PUNE CITY**'.

### 1.2 Rational Behind the Study

The Organized Retail Industry in India has come forth as one of the fastest growing industries with several groups of actors entering the market. A large young working population with median age of 24 years, nuclear families in urban areas, along with increasing working women population and promising openings in the services sector are going to be the key factors in the growth of the organized retail sector in India".<sup>1</sup> The above information gives a basic idea as of how the problems in organized retail sector are going to effect on society because this sector is emerging as major sector for employment opportunities for youngsters and working women as referred above.

*The report from consultancy firm Booz & Company, 2013*<sup>2</sup>, Fast development in organized retail and opening of fresh malls and stores have raised attrition levels at the shop floor to alarming levels of eight per cent a month, or 96 per cent a year, according to consultants. Just three to four years earlier, it has been observed as attrition was only two to three per cent a month. The Indian retail sector developed eight per cent annually between 2007 and 2011, with the

organized section growing at more than three times the speed of the unorganized one. The share of organized retail is anticipated to touch 14 per cent of the total by 2016, says a recent report from consultancy firm *Booz & Company*. A number of corporate groups — Reliance, Birla and Bharti, for instance - have come in the sector. Existing ones such as the Future group, Spencer's and others have expanded, opening opportunity for front-end staff. We are observing an attrition of 50 to 60 per cent, lower than the industry. But that is because we do not ask for a higher qualification. We are okay with 10th standard pass outs, while others ask for 12th pass outs. Those (10th pass) people are inclined to stay for a longer time," says a senior executive from the Mumbai-based D Mart chain. "High attrition pushes up hiring costs". Adds Suresh J, M.D., Arvind Lifestyle Brands: "When retailers open new stores, they offer Rs. 500 more and get people. For many sales staff, even Rs. 500 hike is big enough to move." In a recent survey done (from July 2012 to January 2013, with 34 retailers taking part) by Tata Consultancy Services and the Retailers Association of India (RAI), a third of the respondents said they had average attrition rates of more than eight per cent in a month, translating to almost 100 per cent a year.<sup>2</sup>

The above statement puts lights on certain important points like 8% growth rate of Organized Retail Sector (ORS), increasing rate of attrition from 3% per month in 2010 to 8% per month in 2013. Expected share of ORS is 14% in the Indian economy. This is a gauge of the need to focus on the issues related to attrition in ORS.

**Shreya Biswas, 2013,**<sup>3</sup> has written in her piece of writing "*Attrition in India to top world charts in 2013*"; in Economic Times that one in four employees in the organized sector in India is set to switch jobs, the highest attrition rate worldwide, according to a Hay Group study. The series of fresh investments planned across segments could raise demand for talent even as economic conditions remain moderate, move up concerns on employee engagement and retention.

This points out the extreme need of strong and vital steps to be taken to initiate good retention policy in organized retail malls.<sup>3</sup> The author has clearly pointed out in the above article that India has the highest attrition rate in ORS against which stern action has to be taken.

**Govind Shrikhande, 2013,**<sup>4</sup> M.D. of Shoppers Stop, says in his opinion in the article, "HR Challenge" in news paper Business Standard, says that employees are leaving for many



combined reasons. "About 25-30 percent employees leave for higher education, another 30 percent leave for higher salaries and others for various other reasons."

Shoppers Stop has put career progression modules within the company. Any customer associate who completes 18 months with the company becomes eligible for a 'Baby Kangaroo' program, wherein he will get a mentor and additional responsibilities. Once the associate clears assessment tests, he or she can become a department manager or store manager. Those who complete 24-36 months can also get into different career growth tracks, based on their qualifications".<sup>4</sup>

This is really a good example of retention policy implemented by Shoppers Stop which gives the opportunities to rise on the career ladder. The opinion of Mr. GovindShrikhande describes major two reasons of attrition in ORS viz. 30% for higher education and 30% for higher salary and rest 40% leave jobs for various reasons.

**Chiranjiv Singh, 2012,**<sup>5</sup> says in his "FDI in Indian Retail Sector – Highlights and Analysis" in CAclub India- An Interactive Platform for Finance Professionals that, like every other economy, the retail sector is also one of the most crucial and extremely prospective sectors of the Indian Economy. As of now, the retail sector in India accounts for approximately 33% of the GDP with 46% growth rate in past three years from 2008 to 2011. The Indian retail market is one of the top 5 retail markets in the world and employs 7% of the total Indian work-force.

The retail sector in India is divided into two main heads, viz., organized sector and unorganized sector. Organized Sector Retailers consists of the licensed retailers i.e. those, who have registered themselves for sales tax/VAT, income tax, etc. These are usually private owned large businesses, like Westside, Tanishq, Croma, Shoppers Stop, Lifestyle, Pantaloons, Reliance World, Max and many more. On the other hand, unorganized retailing refers to the traditional / kirana/ shops, general/departmental stores, /paan/beedi/ shops, etc. If we talk about the statistics, the market share of unorganized retail sector is 97% of the total retail sector, as compared to organized retail sector, which accounts for only 2-3%. This data is even after the presence of big corporate giants like Tata, Reliance, K Raheja Corp Group. It is anticipated that the retail sector will reach around US \$600 billion by 2020. Notably retail industry contributes about 10% to the GDP of India, and it is the largest supply of employment after agriculture in the country.<sup>5</sup>

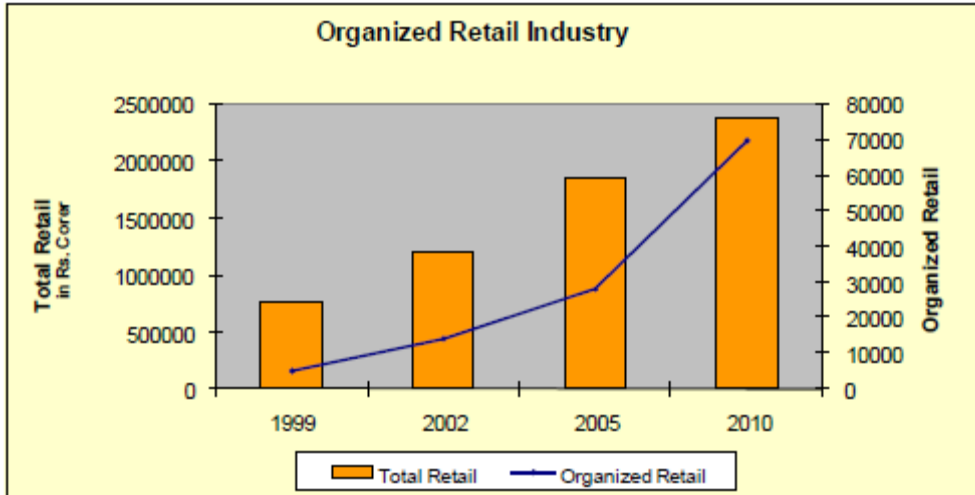
In this piece of writing it is mentioned that India has found its place in the world's retail market. It also mentions that the growth of organized retail is less but it is ever-increasing and generating good scale for employment.

**GouriAgteyAthale, 2006,**<sup>6</sup> mentioned in her article in *Economic Times* dated Aug 15, 2006, PUNE: The retail juggernaut rolls on, especially in Pune where studies points out that organized retail attracts a higher spend than the national average. Estimates shows that Pune has 8-12 lakh sqft in organized retail space already built up, with another 30 lakh sqft space to be added over the next two years. These are projects which have either been announced or are under construction. This kind of construction represents enormous investments. At an average cost per square ft of Rs 2,500, the amount range from Rs 200 crore for 8 lakh sqft to Rs 750 crore for 30 lakh sqft. This, additionally, represents just organized retail, in the form of malls, multiplexes and big departmental stores. Most of this development is being done by local developers although their tenants will be global or Indian brands. Retail real estate begins to look up in Pune.<sup>6</sup>

The author in this piece of writing highlights the point that huge investments are made by organized retail malls in Pune and therefore there is a lot of scope for employment in organized retail sector.

Some statistical information is given below in the graph to identify the growth of the Organized Retail Industry in India in comparison with the total retail in the country. It shows that the contribution of organized retail is improved from approximately Rs.5000 crores to Rs.70000 crores from the year 1999 to 2010. In comparison with that the total retail was Rs. 750000 crores in 1999 and Rs. 2200000 crores in 2010. In conclusion, the percentage in the input of organized retail over totally retail in the country is increased from 0.6 % in 1999 to 3.2 % in 2010.<sup>7</sup>

**Graph 1.1 Organized Retail Industry in India**



Source: Saxena Ranjan, Marketing Management, Tata McGraw Hill Education Private Limited, New Delhi, 2009, p 476

7

**Scope for employment opportunities:** with reference to one article in newspaper **Times of India, 2012**,<sup>8</sup> it is a small wonder that retail sector has opened the employment opportunities to the Indians. Statistics disclose that the organized retail sector has increasing employee base budding from 5.4 lakh to an awesome 16 lakh over the last couple of years. About 20 lakhs ions jobs were made available in the organized retail sector by 2010 with all key players including Pantaloon India, RPG Retail, Lifestyle, Wills lifestyle, Shoppers shop, Trent Ltd, Crosswords Bookstores Ltd., Ebony Retail Ltd. and Reliance Retail Ltd. The retail sector has plentiful opportunities for part time positions as well because of the long working hours.<sup>8</sup>

According to this newspaper article it is sure that remarkable job openings will be made available in organized retail sector.

**DileepAthavale, 2012**,<sup>9</sup> Demand and absorption for real estate for retail segment in the city has seen a rise in the recent months. The segment, which had been languishing for a long time, has been showing signs of a comeback, to suitable property becoming available, reports have pointed out. The requirement for rentals of retail space have though remained stable or even declined in certain locations, the reports added. The India Retail Market Review for July-December 2011, by real estate advisory firm CB Richard Ellis said the organized retail mall market observed an increase in incorporation of retail space due to scarcity of quality retail supply in important

locations in Pune such as MG Road, JM Road and Aundh Road. Also cheering the absorption were the affordable rental values, the report said. Mall developments witnessed absorption of almost 30 lakh sqft of retail space during this review period, which was a growth from the previous review period. The report points out key improvement that came on stream included Amanora Mall in Hadapsar, with a leasable area of around 1 million sqft, Phoneix Market City (1 million sqft) in Vimannagar and Pacific Mall (5,00,000 sqft) at Swargate.<sup>9</sup>

### **1.3 Reasons behind the selection of the topic**

Until 2011, Indian central government left without foreign direct investment (FDI) in multi-brand Indian retail, forbidding foreign groups from any ownership in supermarkets, convenience stores or any retail outlets, to sell multiple products from different brands directly to Indian consumers.

The government of Man Mohan Singh, Prime Minister, announced on 24<sup>th</sup> November 2011 the following:

- India will allow foreign investors to own up to 51 per cent in "multi-brand retailers", as supermarkets are known in India, in the most fundamental pro-liberalization reform passed by an Indian cabinet in years;
- Single brand retailers, such as Apple and Ikea, can own 100 percent of their Indian stores, up from the previous cap of 51 percent;
- Both multi-brand and single brand stores in India will have to supply nearly a third of their goods from small and medium-sized Indian suppliers;
- All multi-brand and single brand stores in India must confine their functions to 53-odd cities with a population over one million, out of some 7935 towns and cities in India. It is anticipated that these stores will now have full access to over 200 million urban consumers in India;
- Multi-brand retailers must have a minimum investment of US\$100 million with at least half of the amount invested in back end infrastructure, including cold chains, refrigeration, transportation, packing, sorting and processing to noticeably decrease the post harvest losses and bring remunerative prices to peasants;

- The opening of retail contest will be within India's federal structure of government. In other words, the policy is an enabling legal support for India. The states of India have the privilege to accept it and implement it, or they can decide not to implement it if they so decide. Actual implementation of procedure will be within the parameters of state laws and regulations.

The opening of retail industry to worldwide competition is expected to encourage a retail rush to India. It has the potential to convert not only the retailing landscape but also the nation's poor infrastructure.

A Wall Street Journal article claims that brand new investments in Indian organized retail will create 10 million new jobs between 2012–2014, and about five to six million of them in logistics alone; even though the retail market is being opened to just 53 cities out of about 8000 towns and cities in India.<sup>10</sup>

#### **1.4 Brief profile of key players in Retail Industry**

India's retailing industry has been witnessing and expanding growth which has been forcefully creating a great demand for real estate business. This side of expanding growth of real estate business can be credited and may be treated as a sign of growth of India's retailing industry. According to Global Retail Development Index (GRDI), set by the US based global management consulting firm, namely, A T Kearney, the cumulative retail demand for real estate is likely to contact 43 million square feet by 2013. This demand has been, significantly, coming from Tier-1 cities. The contribution from the Tier-1 cities has been witnessing around 46 per cent of the total expected demand between 2009 and 2013 according to Gupta (2009). The organized retail industry in India is growing progressively with various departmental stores, hyper markets, super markets, department stores coming up, expanding while changing the traditional retail formats as reported by Reddy and Chandra (2011)<sup>11</sup>.

The present study of attrition phenomena witnessed in retailing industry has been called upon portraying the outline of key players of retailing industry.

In India, there are over 12 million retail outlets of different sizes and formats in India according to Saxena et al (2011)<sup>12</sup>. The organized retail stores are only 4% of the total estimated US \$ 180

billion dollars and only 0.5% are modern stores among them according to Saxena et al (2011). The major retail formats in India are as follows according to Gupta (2009),

- Mom-and-pop stores: Family owned conventional retail outlets
- Departmental stores: General retailers dealing quality products and services
- Convenient Stores: Stores located in housing areas providing convenience at slightly high prices
- Shopping Malls: Biggest forms of retail which offer mist of all types of products and services at one place.
- E-trailers: Retailers providing online buying and selling of goods
- Discount Stores: Company Outlets giving discounts on MRPs
- Vending: Items can be bought on vending machine by this format
- Category Killers: Small Specialty stores providing diversity of categories such sporting goods, electronic goods etc.
- Specialty Stores: Retail chains selling in specific categories such as Crossword Book Store, RPG's Music World etc.

It is valuable to have a look at the key players among the organized division players in retail industry in India.<sup>13</sup>

- **Pantaloon Retail Ltd., a Future Group Venture:**

Over 12 million square feet of retail space extend on 1000 stores across 71 cities in India has been credited to Pantaloon Retail Ltd., a Future Group business enterprise. In the year 2011, Pantaloon Retail added 2.26 million square ft retail space and booked 9 million sq ft. space for future expansion as reported by FICCI (2012). The data is pinpointing of the speedy rate at which the retailer is growing. The very famous brand of hypermarket has been launched by this group is identified as 'Big Bazaar'. It was the first hyper market brand launched in the nation. The retail division covered by Pantaloon's Big Bazaar is extended around 8 types, namely; Food

and grocery subdivision (Food Bazaar); residence solutions (Hometown, Furniture Bazaar); Consumer Electronics (E-zone); Shoes (Shoe industrial unit); books, music and gifts (Depot); fitness and beauty care (Star, Sitara); E-tailing (Futurebazaar.com); amusement (Bowling company).

- **Shoppers Stop Ltd.**

Shoppers Stop Ltd. is trader in Fashion Retail segment. It has over 1.82 million square ft. retail space stretch over 35 stores, in 15 cities as reported by FICCI (2012).

- **Tata Group:**

Tata Group with its supporting Tata Trent is also one of the major players in retail in India. The group operates Westside and Star India Bazaar. It owns over 4 lakh sq. ft retail space across the country.

- **RPG Group:**

RPG Group was one of the earlier entrants in the sector in the retail market in Food and Grocery segment in the year 1996 when it started its Food World stores. Later the group has also opened up “Health and Glow” pharmacy and beauty and care outlets.

- **Reliance Group:**

Reliance Group is another one of the biggest players in retail industry in India. There are more than 300 Reliance Fresh stores and Reliance Mart which is expecting to increase its sales rapidly in near future.

- **AV Birla Group:**

AV Birla Group is one of the key players in Apparel Retail Industry in India. It has brands like Louis Phillipe, Allen Solly, Van Heusen and Peter England. The group is also expanding in the other segments of retail.

- **Lifestyle Retail, Landmark Group venture:**

Lifestyle retail has nearly 15 lifestyle stores and 8 home centres as reported by FICCI (2012).

Some of the main foreign players in the Indian retail market according to FICCI (2012) are ,

- **Carrefour:**

The retailer opened first cash and carry counter in New Delhi.

- **Metro Cash and Carry:**

It has opened 6 wholesale centres in the nation.

- **Walmart:**

Walmart is forecasting to invest in India as a Joint Venture with Bharti Retail.

- **Tesco Plc (TSCO):**

Tesco has partnered with Tata Trent to set up cash and carry stores in India.

- **Marks and Spencer:**

The retailer has a joint venture with Reliance Retail in India.

### **1.5 Summary:**

The retail outlets in India have evolved vastly over a period of ten years. Another factor in the prospects of the retail sector in India is that the young working population is increased in this factor. These key factors have been the expansion drivers of the organized retail sector in India. However the entry of worldwide players in retailing business has created vast challenges to the Indian companies. Retailers nowadays are focused on drawing customers into the stores to drive sales by reducing cost expenses. On the other hand, this poses huge challenges with respect to dealing with the small supply of qualified, future-ready talent, supporting high performance and retaining key talent. The impact of globalization and mergers and acquisitions, retail organizations prolong to struggle with the recruitment of service-oriented employees. Therefore, the key question for the retail organization in India is how they can keep going high performance even as battling both economic challenges as well as talent shortages.

The organized retailers in order to respond to the competition, started to understand the need for efficient man power. The HR practices and the employee contentment became the primary



concern for the organized retailers. The current study will focus on the issues faced by the HR department in retaining the employees of organized retailing companies.

## References:

- 
- <sup>1</sup> <http://www.indianmirror.com/indian-industries/retail.html> (accessed on 15th November, 2012)
- <sup>2</sup> Report from consultancy firm Booz & Company, 2013, Newspaper Business Standard dated Thursday, July 18, 2013.
- <sup>3</sup> Shreya Biswas, 2013, “Attrition in India to top world charts in 2013” Article in Economic Times ET Bureau June 7, 2013.
- <sup>4</sup> Govind Shrikhande 2013, News paper Business Standard, dated Thursday, July 18, 2013
- <sup>5</sup> Chiranjiv Singh, 2012, “FDI in Indian Retail Sector – Highlights and Analysis” an article in CAclub India-An Interactive Platform for Finance Professionals, (<http://www.caclubindia.com/articles/fdi-in-indian-retail-sector-highlights-analysis-12546.asp#.T9SdvIGHOuN>)
- <sup>6</sup> Gouri Agtey Athale, 2006, Economic Times dated Aug 15, 2006, ([http://articles.economictimes.indiatimes.com/2006-08-15/news/27456123\\_1\\_ft-of-retail-space-sq-ft-retail-juggernaut-rolls](http://articles.economictimes.indiatimes.com/2006-08-15/news/27456123_1_ft-of-retail-space-sq-ft-retail-juggernaut-rolls))
- <sup>7</sup> Saxena Ranjan, 2009, “Marketing Management”, Tata McGraw Hill Education Private Limited, New Delhi, p 476.
- <sup>8</sup> [http://articles.timesofindia.indiatimes.com/2012-02-07/pune/31033203\\_1\\_retail-space-retail-real-estate-retail-mall](http://articles.timesofindia.indiatimes.com/2012-02-07/pune/31033203_1_retail-space-retail-real-estate-retail-mall)
- <sup>9</sup> Dileep Athavale, 2012, A Report in Times News Network, Feb 7, 2012, 02.47A.M. IST
- <sup>10</sup> [http://en.wikipedia.org/wiki/Retailing\\_in\\_India](http://en.wikipedia.org/wiki/Retailing_in_India), Accessed on 28/08/2013
- <sup>11</sup> REDDY,M., CHANDRA, S. (2011) Human Resource Management Practices in Organised Retailing- A Study of Select Retailers. *International Journal of Multidisciplinary Research*. 1(12), p.523- p.534
- <sup>12</sup> SAXENA J., JAIN,R., JARAD, R., PRAMANIK, R., PRAKASH,G. (2011) Impact of malls on sales and turnover of small shop keepers: An empirical analysis of Pune City. 5<sup>th</sup> International Conference on Industrial Engineering and Industrial Management: Cartagena.
- <sup>13</sup> FICCI.(2011) *Sector Profile: Retail*. [Online] Available From: [http://www.ficci.com/sector/33/Project\\_docs/Sector-prof.pdf](http://www.ficci.com/sector/33/Project_docs/Sector-prof.pdf). [Accessed: 13th October, 2015].

## Chapter-2

### Review of Literature

#### 2.1 Introduction:

Keeping in mind the title of the present study, namely, '*A CRITICAL STUDY OF ATTRITION TREND IN ORGANIZED RETAIL MALLS WITH SPECIAL REFERENCE TO PUNE CITY*' and the key words appeared in it; efforts have been made to accumulate the present chapter on literature review. The critical study of attrition phenomena is the main thrust of the present study and accordingly, review of the literature in the light of critical examination has been offered into two parts for the purpose of the present chapter.

Therefore, in *Part-I*, conceptual discussion on the attrition phenomena has been presented with the objective to offer a fundamental base for the present study and as has been pointed out earlier in the title of the present study, Indian retail sector is the primary area of investigation for studying the attrition phenomena, thus, a detailed profile of Indian retailing industry has been portrayed in *Part-II*. Discussion based on the review of Literature on attrition in the context of Retail Industry is given the in *Part-III* of the document.

#### 2.2 PART I: Conceptual Discussion on Attrition Phenomena

##### 2.2.1 Concept of Attrition

“Employee Turnover” is the term which has been often used to refer to the concept of “Attrition” in most of the literature reviewed for the purpose of this study. “Employee Turnover” has been defined by authors in various ways such as

1) From the point of view of labour market as Abassi et al (2000) and Nel et al (2001) define Employee Turnover as “Rotation of workers around the labour market, between firms and jobs and occupations and between the states of employment and unemployment.” Such a definition is not sufficient to explain attrition from the point of view of an organisation. Also, it does not talk about the causes of attrition.

2) Employees leaving jobs/organisations involuntarily have been included by some authors in their definitions of Employee Turnover from the managerial or organizational point of view.

For example, Price (1977) defines Employee turnover as “the ratio of the number of organizational members who have left during the period of being considered divided by the average number of people in that organization during the period.” Though, this definition provides a good method of measuring or quantifying attrition, again, such definition does not talk about attrition as a process and the factors that lead to it.

Or according to Woods (1995) “Each time a position is vacated, either voluntarily or involuntarily, a new employee must be hired and trained, this replacement cycle is termed as Employee Turnover” Mobley, Griffeth, Hand and Meglino (1979)<sup>1</sup> has also defined attrition as the process up to replacement of the employee.

3) Some authors define Attrition with a focus on the aspect of reasons for attrition and decision making of the employee in case voluntary turnover. For example, the “Unfolding Model” by Hom and Griffeth (1995), which is based on image theory of decision making, Beach (1990) which argues that employees leave organisations after they have analyzed the reasons for quitting. Vather (2008)<sup>2</sup> refers to Mobley (1982) who has argued Staff Turnover to be a process rather than an action within a business. Vather (2008) argues that attrition should be understood as a complex process which is dynamic and changes based on the employee’s perceptions in relation to where the organization stands at any point of time, since it also allows us to consider the reasons behind attrition which are out of control of the management.

From the point of view of research, the definition of voluntary attrition, with a focus on the aspect of decision making of the employee is considered to be the most relevant, because that would allow us to understand why there is high attrition in retail sector and what could manage it better. In this context, the term Job Related Turnover which is defined as “ Employee Turnover for the reasons that are within the direct control of the employer, which may include dissatisfaction with working conditions/environment, conflicts with supervisors, scheduling conflicts or salary

discrepancies.” as termed by Hammerberg (2002)<sup>3</sup>, seems to be the most relevant term for the purpose of this study.

Definition of Employees’ Attrition as per Cambridge Dictionary: “A reduction in the number of employees in a company made by not replacing those who leave, rather than forcing people to leave their jobs”.

Definition of Employees’ Turnover as per Cambridge Dictionary: “The rate at which employees leave a company and are replaced by new employees”.<sup>4</sup>

Several Studies have been done to understand the factors which can cause attrition in organisations. Following are the factors which various studies claim to be responsible for attrition,

## ***2.2.2 Factors that lead to Attrition in Retail***

### ***1. Job related Factors***

Job related factors directly affect employee’s decision to quit. Some of these factors could be “Economic factors” that indirectly affect employee’s decision to quit and some could be factors related to Job roles. These have been identified by various studies.

Various authors seem to be synonymously agreeing upon certain job related factors such as work hours, job stress and issues of recognition which are typically due to the work environment in Retail. Vather(2008) has referred to Hendrie(2004), Hart et al. (2007), Broadridge (2002), Booth and Hamer (2007) who have listed job related factors such as work hours, recognition, staff facilities, uniform, actual job, working under pressure and lack of training and communication causing attrition in retail. Job related stress, factors that lead to job stress, lack of commitment in the organization and job dissatisfaction, sense of powerlessness are some of the job related factors causing attrition according to Filth et al (2007).Literature review on Employee Turnover by Henry Ongori categorises these factors as individual decisions by employees to quit. Factors related to job roles such as role ambiguity due to lack of clear job description, clear instructions on performance standards etc. also determine the employees decision to stay with or to quit the organization according to Muchinsky (1990), GUINMARAES And Owen (1997)<sup>5</sup>.Job Satisfaction is one of the

important job related factor causing attrition as argued by many researchers. Firth et al (2007)<sup>6</sup> have reviewed 39 studies and found that lack of job satisfaction has been the key factor in most of the cases responsible for high rate of attrition.

On the contrary, it has been argued in various studies by Mano and Tzafrir (2004)<sup>7</sup>, Schervish (1983)<sup>8</sup>, Idson and Feaster (1990)<sup>9</sup> and Trevor (2001)<sup>10</sup> that certain economic reasons make an employee to take the decision to quit organization such as local labour market conditions, size of organization and local unemployment rate. Though these factors appear to be indirectly causing decisions to quit, they are supposed to have direct impact on factors such as organizational stability, job satisfaction of employees, better chances for growth and wages, thus influencing the decisions of employees. A research conducted by Hammerberg (2002) has found that there is a difference between sources of attrition based on the employment status of employees- part time or full time or Hourly and length of employment, according to which, Part time and Full time employees as well as those who have been with the firm for more than 12 months left job due to job related factors.

Arokiasamy (2014)<sup>11</sup> suggests that in addition to the factors such as job stress and job satisfaction, alternate opportunities available to an employee is one of the important factors influencing an employee's decision to voluntarily quit the job. Hence, it is required to take such other attractions into consideration while understanding attrition.

## **2. Organizational Factors**

Three types of organizational factors have been identified to influence attrition, which include,

1) Factors related to organizational instability and inefficiency Zuber (2001), Alexander et al (1994), Bergmann et al(2001)<sup>12</sup>, Dess et al (2001)<sup>13</sup>

2) Adopting a quantitative and cost oriented approach to managing employees (Simon et al) and Dobbs (2001)<sup>14</sup>

3) Transparency and involvement in decision making along with proper HR management practices Lambert et al (2001) – In the absence of proper management practices such as recruitment policies, HR policies and grievance redressal

mechanism the employee may not feel motivated enough to continue and he may decide to quit. A research by Reddy and Chandra (2011)<sup>15</sup> has observed that there are many undercurrents about company policies among the employees and the organisation needs to have a good understanding about them and keep abreast with them time to time so that the HR management practices would respond to them well.

#### 4) Monetary factors

Out of these, the last three factors especially seem to be relevant to our study of attrition in retail industry, which is evident from the fact that in industry, employees tend to quit organisations for minimal hike in salary, clearer career advancement path in organization seems to ensure better retention of the employees in retail sector, more say in decision making alongwith responsibilities also encourages employees to stay longer with organisations in retail, especially in case of the smaller format stores.

### ***2.2.3 Types of Attrition***

Attrition has been classified as Voluntary vs. Involuntary Attrition. According to Ongori (2007) and Allen et al<sup>16</sup>, involuntary Attrition is the one which is caused by factor which are beyond the control of management such as death or incapability of employee to work, retirement or dismissal, but Simon et al (2003) argues that employee turnover due to reasons such as responsibility of dependent child or the aged should not be considered involuntary turnover. Though it needs to be confirmed whether policies and regulations that provide opportunities to such employees to continue working exist in India and how effective they are. It is important to understand whether an employee's decision to quit is voluntary or involuntary in order to manage attrition, but Chiu and Fransesco (2003)<sup>17</sup> argue that this difference is not where clear and straightforward. It is further explained by Jackofscy (1984), that a case of attrition may look different from the point of view of employer than from the point of view of employee. Some attrition cases may be recorded as voluntary, but they could be involuntary in reality, which could especially be true in case of low performing employees.

Attrition can also be classified as Avoidable vs. Unavoidable attrition. It has also been termed as Job Related, Non Job Related and lack of organisation fit by

jackofsky (1986)<sup>18</sup>.Buhler (2002) has stated the importance of differentiating avoidable attrition from unavoidable attrition for the purpose of planning the interventions by the management. Unavoidable attrition or Non Job related attrition is about the decisions of the employees which are beyond the control of employer according to Arokiasamy (2013), whereas job related attrition is caused by reasons which are in control of the employer. There is a third type in which the employees leave when they are not fit for the organisation or the type of work environment.

#### ***2.2.4 Effects of Attrition***

Attrition of employees from the organization costs considerably to the organization both directly as well as indirectly.

- **Direct Costs:**

Several studies suggest that the immediate effect of attrition is the replacement costs involved is the immediate effect of attrition of an employee. According to Hammerberg (1984), it includes the cost of searching for new candidates, selection process, orientation and training, cost of managers conducting the recruitment process. Meanwhile, the organization may also incur additional costs on measures to maintain output. Cascio (1995)<sup>19</sup> has classified these direct costs into three types as Separation Costs (e.g exit interviews and payment of accrued vacation time to the departed employee as suggested by Harisson (2014)), Administrative Costs and Replacement Costs and the classification correctly acknowledges the definition of attrition as the complete process from separation of employee from organisation to his or her replacement by the organisation.

- **Invisible Costs:**

A wide range of invisible or intangible costs incurred due to attrition have been enlisted in various researches. Hammerber (1984) mentions the cost of missed sales due to inexperienced employees newly joining the stores. These are the indirect cost caused by disturbance in operations, loss of human capital, possible gain of competitors getting trained staff. Also, there is a disturbance of social network among employees. The costs caused due such disturbance are invisible but have an impact on profitability. Another research has pointed out the indirect cost of loss of motivation of remaining employees due to extra burden of work and also, as mentioned above, the



loss of a respected co-worker. Phillips (1990)<sup>20</sup> has given a detailed classification of such invisible costs as Costs incurred due to inefficiency of the incoming employee, Co-workers closely associated with the position, those closely associated with the departing employee, the departing employee and the job vacancy itself.

- **Effect on Profitability:**

Indian Retail Operations Benchmarking & Excellence Survey 2013 by RAI and TCS<sup>21</sup> has pointed out that attrition of key employees in smaller format stores can impact sales by 15-20% which is an immediate direct effect of attrition according to Tata Consultancy Services, India (2013). In addition, there are costs due to loss of productivity, lost sales and management's time according to Johnson et al, (2000) Loss of social and intellectual capital adds on to the indirect costs and affect profitability of the organization since the competitors gain assets in the form of trained manpower according to Meaghan et al, (2002)<sup>22</sup> and Dess et al, 2001.

Attrition is considered to be affecting customer service by Kemal et al (2002). The findings of Indian Retail Operations Benchmarking & Excellence Survey 2013 by RAI and TCS have pointed also claim that significantly lower attrition rates at Smaller Fashion Formats than in Big Box Retailer could be contributing to comparatively better customer services provided at Smaller Fashion Formats. Another study has also proven through secondary data that low satisfaction level of employees causes high attrition which in turn affects profitability in retail industry.

### ***2.2.5 Solutions***

As far as exploring solutions to attrition in retail industry in India is concerned, there could be two approaches of looking at it.

**A) Taking measures to retain high performing employees in the organization**

**B) Taking measures to reduce effect of attrition on profitability and customer service**

While the first approach is essential considering the high cost of replacing employees, training and other reasons discussed before in **section 3.e**, it is also

important to make profits and customer service levels less vulnerable from the damage caused by attrition. This is especially true because of the following reasons,

- Majority of the retail sector employees joining at entry level in India are youngsters with high expectations of growth in terms of salary and career progression and the sector probably would find it difficult to fulfill these expectations in terms of higher increments.
- Very few of the front end employees can grow up to middle or senior management level. Only the very high performers can be accommodated there, which means there will be hardly any career growth in short term for most of them according to Kodikal, Pakkeerappa, Ahmed (2012)<sup>23</sup>.

So, there will always be a good number of candidates quitting since it will be difficult for the industry to fulfill their expectations. The industry might have to do with a certain level of attrition which will continue to be in spite of taking measures to ensure better retention, and it might have to make our processes strong enough in order to make profit and customer service levels damage-proof from high levels of attrition. Vather (2008)<sup>24</sup> follows a different approach in the research, in which, the factors that the employees seem to like about retail sector are studied in detail in order to arrive at measures to retain employees.

Hence, we have clubbed the solutions coming up through findings of various research as per the approach they follow among the two mentioned above,

#### **A) Measures to retain high performing employees in the organisation**

##### ***i) Financial***

- **Salary Hikes , Incentives and Benefits:**

Shaw et al (1998) argues that financial benefits and pay have an important role in retaining high performing employees, though the organisation has to invest for the same. Monetary Benefits have a great effect on attrition in general and the retail industry employees are understood to be very sensitive to them. Research on apparel retail industry has found that 11% salary hike can reduce attrition by 1%. In addition to salary hikes, a couple of other studies including a survey by Deloitte, India (2013) suggest measures such as performance based pay and incentives such as bonuses and

profit sharing to minimize turnover. Performance linked variable pay is used by 78% of companies in a survey held by Deloitte for retaining talent according to Deloitte, India (2013). There is a link between monetary benefits and job satisfaction which is explained based on the literature review by Arokiasamy (2013). According to this study, job satisfaction is linked to monetary benefits in two ways, satisfaction due to the monetary benefits themselves and also by way of prospect of financial rewards.

According to the report on Indian Retail Operations Benchmarking & Excellence Survey 2013 by RAI and TCS<sup>25</sup>, incentive management is perceived as a powerful tool for retaining employees, but it has been observed that retailers, especially small format players, are now cautiously using this tool according to Tata Consultancy Services, India (2013).

Providing medical benefits, insurance, discount on purchases at the own store could be an encouraging benefit for retaining employees, which was observed to be provided by only 44% retailers surveyed in Indian Retail Operations Benchmarking & Excellence Survey 2013. The survey also observed that Employee Stock Option Plans (ESOPs) is still a less used tool and which is being offered only to senior management, except for 40% of the retailers in Department Store Segment who offer ESOPs to employees. The survey findings have also indicated that Retailers are offering an option of sponsoring higher education of employees, especially in case of Fashion Retail Segment according to Tata Consultancy Services, India (2013)

- **Reward and recognition:**

Lee et al (1994)<sup>26</sup> has agreed that Rewards, recognitions and fringe benefits are a tool to motivate employees to contribute to the success of the firm and prevent them from thinking about quitting the organisation. According to the Indian Retail Operations Benchmarking & Excellence Survey 2013 by RAI and TCS, the industry is increasingly recognizing the need to appreciate and reward front end staff through various measures as reported by Tata Consultancy Services, India (2013).

- ii) Non-Financial :*

- **Ensuring Employee Engagement:**

Employee engagement has been described in 2 different ways in various literatures. Some authors have explained employee engagement in terms of organisation's capacity to retain and utilise them to the fullest, whereas another author explains it as the qualities demonstrated by an employee when there is a good match between the employee's expectations regarding work environment and the actual scenario offered.

It is the organisation's capacity to engage, retain and optimize the value of its employees through well defined job roles, efficient management through delegation of responsibilities and commitment and support shown to employees which determines how long the employee stays with the organization. Alongwith well defined job roles, task characteristics have been found to be affecting attrition by various authors including Couger, (1988), Couger and Kawasaki, (1980), Garden, (1989), Goldstein and Rockart, (1984). Thus, it is claimed that in order to improve employee involvement, the tasks allotted to a job should be carefully designed considering Skill Variety, Task Identity- completeness and visibility, task significance, job autonomy and job feedback-information on effectiveness of the job.

Whereas Sardeshmukh, Sharma and Golden (2012) describe job engagement as high energy – ability to persevere under tough conditions, strong involvement – a sense of significance and enthusiasm and efficacy – belief that employees have control over their work. When there is high level of employee engagement, there are less chances of burnout and thus less chances of having an intention to quit.

The involvement would influence job satisfaction and thus retain employees in the organization according to Blau and Boal, (1989), Brooke and Price, (1989), Brooke et al, (1988), Kanungo, (1982). This strategy is important from the point of view of extending the duration for which an employee is retained and might have a more long lasting impact by saving the loss of high performing human resource. Similarly, it has been found that organization culture plays a critical role in retaining talent in retail according to Dwiwedi (2013).

These strategies would be mainly targeted at reducing voluntary turnover caused by job related factors.

- **Emotional Connect and sharing of information:**

Indian Retail Operations Benchmarking & Excellence Survey 2013 by RAI and TCS has also identified certain practices through which the retailers have recognized the need of their young employees to feel emotionally connected, such as recreation zones, mentoring and morning huddle according to Taa Consultancy Services, India (2013), Knowledge / Information Accessibility is also considered an important aspect that would make employees feel that they considered worthy and appreciated which will eventually help in making the employees stay longer as per Meaghan et al (2002). This finding is important from the point of view of our study pertaining to retail industry since maintaining a culture of transparency and collaboration within organization is highly likely to be appreciated by the employees in retail industry majority of whom are young people.

- **Training:**

The importance of training for improving job related knowledge of employee and ultimately for better retention in retail has been recognized by many researchers. Hammerberg (1984) has suggested that new employees should be given a good introduction to the job role, their responsibilities, and expectations so that they get molded in the culture of the organisation. Several researches have argued that there is certainly a negative relation between Training and employee attrition in an organisation. Amos et al (2008),<sup>27</sup> argues that the organisations having a good training program for employees have a lower rate of attrition and higher rate of success and their employees are more committed to the organisation. Tata Consultancy Services, India (2013) has stated that training has been observed to be affecting attrition rates positively at franchisee stores. Also, in case of retail fashion segment, it has been observed that 77% retailers surveyed had mandatory training plan of 40 hours per year for employees. 31% of Fashion Retailers and 40% percent of department stores have made these a part of store manager's KRA. Inclusion of training hours in the KRA's of managers indicates that training is given importance by most of the retailers, but there are some limitations faced by retailers. Retailers seem to prefer to up-skill the existing staff or attract already trained staff from other organisations, though such measures would not be able to meet the large scale skilled workforce demands of the industry. Hence, the need to invest in training of new staff continues to exist. According to Vather (2008), retailers face financial constraint in training the new staff and hence government support would be needed by the sector.

The training strategies would be mainly targeted at reducing voluntary turnover caused by job related factors.

- **Career Development Plans:**

Tata Consultancy Services, India (2013) observes that there are some organisations, especially the small format retailers, have strong and customized career development programs which are monitored closely by senior management. Similarly, Vather (2008), Loquercio (2006)<sup>28</sup> and Breauer (2000) have argued about the importance of having definite career development plans for retail employees. These authors indicate that newly joined employees need to have closer relationship with their managers through an internal mentoring program. Vather (2008) has recommended companies to conduct regular career discussions in order ensure acknowledgement of aspirations of employees, which would ensure that employee enjoy being in retail organization.

Tata Consultancy Services, India (2013) suggest that only 8% of Fashion Retailers had a clearly defined career progression model for the employees as against the 40% Department Stores which had one. The data also indicates that there serious absence of career progression model for employees in Value Retail since none of the respondents had one for their employees. These retailers are exploring options of sponsoring vocational and management education. Also, it has been elaborated through examples in the survey that the policy of doing senior level appointments from within the organization could be motivating for the employees from career growth perspective according to Tata Consultancy Services, India (2013). Making a similar point, findings of a survey by Deloitte, India (2013) state that “Designations” are being used as a tool to retain employees in Indian retail industry. The survey has also found that a company that implemented various measures such as internal hiring of old employees for new stores and career movement based on curriculum and assessment managed to maintain attrition rate below 30% according to Deloitte, India (2013).

As reported by Tata Consultancy Services, India (2013), the effectiveness of these measures taken by Fashion Retail industry can be evaluated based on the Indian Retail Operations Benchmarking & Excellence Survey 2013 by RAI and TCS survey data that 69% retailers surveyed have been able to maintain the attrition rate below

8% per month which is the overall average of the retail industry. Whereas, in case of the department stores segment has been able to maintain the attrition rate below 4% per month in case of 40% retailers and between 4-8% in case of 60% retailers. The comparison of people management practices and attrition rates in various segments of retail industry suggests that lack of clearly defined career progression model for employees might be taking a toll on employee retention according to Consultancy Services, India (2013). It is good to see that many of the companies are exploring ways in which they can provide better career progression for employees either through sponsoring higher education, tying up with management schools, providing higher entry level salaries for trained front end staff etc.

- **Innovating Hiring:**

Retail organisations in India are opening up to recruit physically challenged persons for certain roles and such groups have shown better retention according to a report by Deloitte on Retail Sector-An HR point of view. It would be worth to discover and document such inclusive and innovative practices and their impact on rate of attrition as per Deloitte, India (2013).

In addition to hiring, organisations need to be innovative in their selection process so that they choose those employees that best suit their organisation requirements. Hammerberg(1984) has suggested scored application process in which the suitability of the employee is judged based on the score given to the type of work they have done in the past. Training interviews, personality testing etc. has also been suggested in the research by Hammerberg (1984)

- **Better Management Practices and working conditions:**

Preventing attrition of employees may depend on the people management skills of the managers whom the new employees report to. According to Breauer (2000) referred by Loquercio (2006) in the literature review, some retail organisations which have succeeded in retaining their employees have used the strategies such making the manager accountable for the retention of employees directly reporting to them. These managers are also given orientation since beginning about using their people skills to help them retain their staff. In addition to these, better performance

appraisal measures are supposed to be encouraging better achievement from employees according to Reddy and Chandra (2011)<sup>29</sup>.

Providing good working conditions such as neat and clean changing rooms, good uniforms etc., and good management practices such as timely payment of salary, timely processing of leave request, loan requests, better complaint handling can help retain employees according to a study, managing work load and responsibilities for part time workers, flexible hours, allowing employees to maintain work-life balance. Similarly, Hammerberg (1984)<sup>30</sup> has also suggested that it is important for retail industry HR managers to prevent role overload, such as the one caused by work-life conflict to avoid losing good performers. Acknowledging this, some retailers have now began to introduce various facilities such as flexible work hours, on site day care facilities, parental leave etc.

These strategies would be mainly targeted at reducing voluntary turnover caused by job related factors.

Though various studies have enumerated various strategies being used to retail talent in retail industry, there is need for further elaboration on

1) Measuring the impact of these strategies on attrition rates

and

2) Comparative effectiveness of various practices to reduce attrition.

## **B) Measures to reduce effect of attrition on profits and customer service**

Since, retail is one such sector in which performance is dependent upon repetition of standard tasks. Higher profits and better customer service can be achieved if it is ensured by management that standard processes are followed in a very disciplined manner. Hence, higher conformance to standard processes can reduce the impact of attrition on profit and customer service. This has been proven by research, especially in retail industry according to Ton and Huckman (2008)<sup>31</sup>.

### ***Section 2. f) Theories of Attrition***

There were three different theories found in the literature that have been used to describe attrition phenomena in various ways. Out of these the Human Capital



Theories and Job Matching Theories describe attrition from the point of view of their good or bad consequences on the organisations, whereas the Burnout theory looks more into the source of attrition or the process which leads an employee to attrition and the various factors contributing to it. The following review attempts to suggest a theory which would be the most suitable for the purpose of this research after describing the various theories suggested by various authors.

According to the Institute For The Study Of Labour, Germany (2006)<sup>32</sup>, the human capital theories of attrition look at attrition from the negative point of view that it leads to loss of human and social capital available with the firm since when an employee quits the firm loses the skills and capabilities of the employee, the network built by the employee inside as well as outside the organization. The theory focuses mainly on the negative impact of attrition on the organisations.

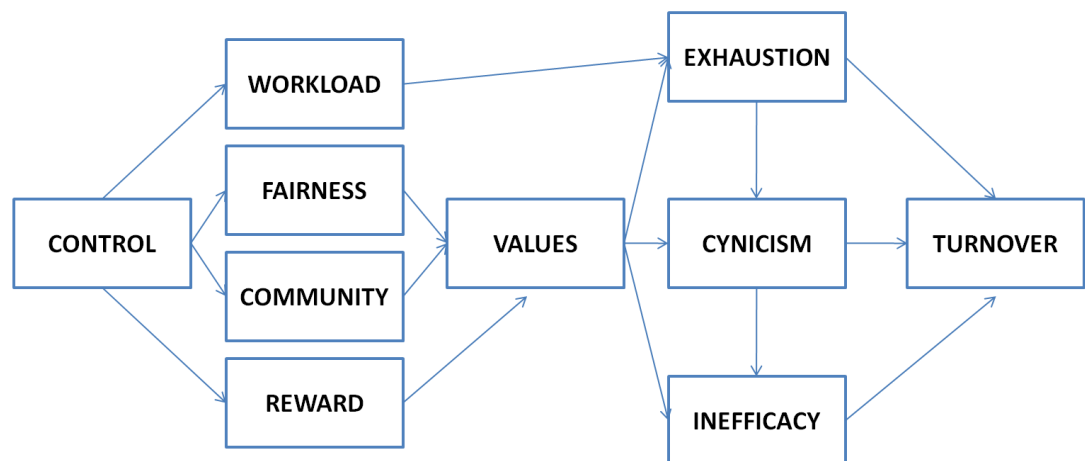
On the other hand, according to Jovanovic (1979) referred by Institute For The Study Of Labour, Germany (2006), the Job Matching Theory argues that the employees less suitable for the job leave the organization earlier, thus making space for hiring new employees who could be the better match for the organization. The theory also believes that the better performing employees generally stay longer with the organization. So, according to the Job Matching Theory, attrition has a good effect on the productivity of the organization.

Another theory which looks at the attrition phenomena from the point of view of various factors that subsequently lead to attrition of an employee and the various pathways in which the process may lead to attrition, it about the “Burnout Phenomenon”. The term burnout in this context refers to chronic stress experienced by employees on the job. It constitutes of three factors according to Queiros, et,al (2013)<sup>33</sup> and Behesthifar and Omidvar (2013), which are, exhaustion – mental fatigue, Cynicism –distrust about the organisation and co-workers and anger and inefficacy- personal belief that they are not able to make a meaningful contribution. The theory attempts to describe a model which shows how the various factors may result into Exaustion, Cynicism and Inefficacy. According to Harisson and Gordon (2014), the factor that lead to a Burnout in job situation, is the mismatch between an employees expectation about the job and the work environment. The various areas of work environment regarding which an employee could find a mismatch and thus experience

burnout are viz. workload, community, fairness, control, reward and values. The model further describes how these factors are strongly correlated and how most of them emerge from control i.e ability to make decisions for making meaningful contribution to the firm.

From the point of view of further research, the theory of Burnout leading to Turnover is the most relevant since it looks at the process which leads to turnover and research can arrive at solutions to attrition rate prevention based on the models established using this theory. The mediation model described by Harisson and Gordon (2014) provides insights into how Mismatch about Control over work expectations may lead to various other factors of work environment related expectations mismatch, which in turn may lead to burnout conditions, finally resulting in turnover intentions. The following figure shows the pathways from Control to Turnover Intentions through various aspects of work environment and burnout conditions.

Figure 1: Mediation Model based on Burnout Phenomena leading to attrition by Harisson and Gordon (2014)



According to the model described in Figure 1 by Harisson and Gordon (2014), the feeling of control over work affects the feelings about fairness, community and rewards which in turn affect the value match with the organisation. Values mismatch then may lead to burnout feelings, making the employee have intentions to quit.

The second pathway, again starts from control. The feeling of control over work determines the feeling about workload, which means, if the employee feels that he does not have much control over his work and less role in decision making about his work, there are chances that the employee will soon feel unsatisfied about the

workload and will feel over-burdened, stressed. This, ultimately leads to mental fatigue and exhaustion which has a strong relation to employee's intention to quit.

## PART-II

### Section 1: Profile of Indian Retailing Industry

#### *Introduction*

The present part on the Indian retailing industry has been presented with the help of seven sections and the subsections. **The financial overview and economical considerations** of the Indian retailing industry has been reviewed, discussed and presented in *Section-(a)*. It is worthwhile to offer a **brief profile of key players** of the retail industry in India. This aspect of key players has been presented with the help of *Section-(b)*. In *Section-(c)*, review on **government policies and measures** undertaken by the concerned authorities has been discussed and various **trends in Indian retail industry** has been furnished in *Section-(d)*. Indian retail industry has a significant potential to grow and a bright **future prospect** to nurture. This aspect has been elaborated in *Section-(e)*. It is natural and obvious to observe some kind of limitations which have to be considered as **challenges to be confronted** by the developing economies such as India in the context of availing potential opportunities in retail sector, which has been sufficiently detailed in *Section-(f)* of the present part and the **overview of these challenges** has been considered and presented in this Section.

The above paragraph is essential in the context of present study. Quite naturally, it may be observed that, attrition is the phenomena of investigation under direct control of HR professionals in corporate era. This contextual aspect of **HR management** with respect to the Indian retailing industry has been presented in *Section-(g)*.

#### *Section 1.a): Financial Considerations and Economic Context*

Indian retail industry is one of the largest retail destination with a size of Rs.2,23,572 Crore. It has been worthwhile to mention that the Indian retail industry has been growing at 7 per cent per annum and this fact would lead to the probable

estimation of Rs. 4,87,423 Crore as an expected reach by 2015 as per FICCI (2011)<sup>34</sup>. According to the Global Retail Development Index 2011, India has been ranked as fourth most attractive nation for retail investment as reported by FICCI (2011). The total retail sales in Indian market will grow from US \$ 395.96 billion in 2011 to US \$ 786.12 billion by 2015 as per the BMI India Retail Report from the third quarter of 2011 which has been referred by Reddy and Chandra (2011)<sup>35</sup>.

This growth of Indian retail industry witnessed in urban and as well as rural areas, may be attributed to the reasons of empowerment of middle class families; according to the FICCI (2011)<sup>36</sup>, this middle class is today of the size of close to 300 million people and growing at nearly 2 per cent a year. Nevertheless, Indian retail market is a highly unorganized with only 15 per cent contribution of organized retailing. Emergence of large retail outlets and shopping malls focusing on business in urban and semi-urban areas would be a primary reason for this fact of unorganized business followed by the second reason of its management which is in the hands of skilled human capital.

Human capital engaged in organized retail industry in India is about 35.06 million people, leads to understand the fact that retail industry is playing the significant role of larger employment provider. The proportion of employment provided by this retail industry is second largest employment providing sector next to the agricultural activity in India according To Earnst And Young, India (2013) report<sup>37</sup>.

Even a cursory glance at the exponential growth of the Indian retail industry and capacity of this sector to provide large scale employment has been facing serious issue of managing its attrition rate. According to Bijou Kurien, President and CEO, Reliance Retail, attrition rate in retail industry is about 40 per cent on an average considering all retail chains. The forecast made by the analysis of Bijou about probable increase in the attrition rate in case of food and grocery will be up to 60-65 per cent and 25 per cent would be in apparel and other lifestyle retail industry. High rate of attrition is being considered as one of the major roadblocks acting as barriers in smooth growth of the industry. Considering the importance of this issue of attracting and retaining good skilled human resources in the industry, many of the organisations have been trying to collaborate with institutes offering training and

education in retail management and experimenting with various models of tapping trained manpower from such sources, according to Kodikal , Pakkareppa and Ahmed (2012)<sup>38</sup>.

***Section 1. b):Brief profile of key players***

India's retailing industry has been witnessing and expanding growth which has been aggressively creating a great demand for real estate business. This aspect of expanding growth of real estate business can be attributed and may be treated as an indicator of growth of India's retailing industry. According to Global Retail Development Index (GRDI), prepared by the US based global management consulting firm, namely, A T Kearney, the cumulative retail demand for real estate is expected to reach 43 million square feet by 2013<sup>39</sup>. This demand has been, significantly, coming from Tier-1 cities. The contribution from the Tier-1 cities has been witnessing around 46 per cent of the total estimated demand between 2009 and 2013 according to Gupta (2009)<sup>40</sup>. The organised retail industry in India is growing steadily with various departmental stores, hyper markets, super markets, specialty stores coming up, expanding while replacing the traditional retail formats as reported by Reddy and Chandra (2011).

The present study of attrition phenomena witnessed in retailing industry has been called upon portraying the profile of key players of retailing industry.

In India, there are over 12 million retail outlets of various sizes and formats in India according to Saxena et al (2011). The organised retail stores account for only 4% of the total estimated US \$ 180 billion dollars and only 0.5 % are modern stores among them according to Saxena et al (2011)<sup>41</sup>. The major retail formats in India are as follows according to Gupta (2009),

- Mom-and-pop stores: Family owned traditional retail outlets
- Departmental stores: General retailers offering quality products and services
- Convenient Stores: Stores located in residential areas providing convenience at slightly high prices
- Shopping Malls: Biggest forms of retail which offer mist of all types of products and services under one roof
- E-trailers: Retailers providing online buying and selling of goods

- Discount Stores: Factory Outlets giving discounts on MRPs
- Vending: Items can be bought on vending machine through this format
- Category Killers: Small Speciality stores providing variety of categories such as sporting goods, electronic goods etc.
- Specialty Stores: Retail chains dealing in specific categories such as Crossword Book Store, RPG's Music World etc.

It is worthwhile to have a look at the key players among the organised sector players in retail industry in India.

- **Pantaloon Retail Ltd., a Future Group Venture:**

Over 12 million square feet of retail space spread over 1000 stores across 71 cities in India has been credited to Pantaloon Retail Ltd., a Future Group venture. In the year 2011, Pantaloon Retail added 2.26 million square ft retail space and booked 9 million sq ft. space for future expansion as reported by FICCI (2012)<sup>42</sup>. The data is indicative of the rapid rate at which the retailer is growing. The very well known brand of hypermarket has been launched by this group is identified as 'Big Bazaar'. It was the first hyper market brand launched in the country. The retail segment covered by Pantaloon's Big Bazaar is spread over around 8 types, namely; Food and grocery segment (Food Bazaar); home solutions (Hometown, Furniture Bazaar); Consumer Electronics (E-zone); Shoes (Shoe Factory); books, music and gifts (Depot); health and beauty care (Star, Sitara); E-tailing (Futurebazaar.com); Entertainment (Bowling company).

- **Shoppers Stop Ltd.**

Shoppers Stop Ltd. is retailer in Fashion Retail segment. It has over 1.82 million square ft. retail space spread over 35 stores, in 15 cities as reported by FICCI (2012).

- **Tata Group:**

Tata Group with its subsidiary Tata Trent is also one of the major players in retail in India. The group operates Westside and Star India Bazaar. It owns over 4 lakh sq. ft retail space across the country.

- **RPG Group:**

RPG Group was one of the earlier entrants in the sector in the retail market in Food and Grocery segment in the year 1996 when it started its Food World stores. Later the group has also opened up “Health and Glow” pharmacy and beauty and care outlets.

- **Reliance Group:**

Reliance Group is another one of the biggest players in retail industry in India. There are more than 300 Reliance Fresh stores and Reliance Mart which is expecting to increase its sales rapidly in near future.

- **AV Birla Group:**

AV Birla Group is one of the key players in Apparel Retail Industry in India. It has brands like Louis Phillipe, Allen Solly, Van Heusen and Peter England. The group is also expanding in the other segments of retail.

- **Lifestyle Retail, Landmark Group venture:**

Lifestyle retail has nearly 15 lifestyle stores and 8 home centres as reported by FICCI (2012).

Some of the major foreign players in the Indian retail market according to FICCI (2012) are ,

- **Carrefour:**

The retailer opened first cash and carry counter in New Delhi.

- **Metro Cash and Carry:**

It has opened 6 wholesale centres in the country.

- **Walmart:**

Walmart is planning to invest in India as a Joint Venture with Bharti Retail.

- **Tesco Plc (TSCO):**

Tesco has partnered with Tata Trent to set up cash and carry stores in India.

- **Marks and Spencers:**

The retailer has a joint venture with Reliance Retail in India.

*Section 1.c) Policies of Government concerning retail industry in India:*

- **Policies regarding FDI in retail:**

Between 2006 to 2012 the Government of India has progressively taken steps to liberalise the Foreign Direct Investment Policy in Retail, which has proven to be an important regulatory change driving the retail industry in India, as per Earnst and Young, India (2013). The policy earlier allowed FDI upto 100% for Cash and Carry wholesale trading and export trading under the automatic route and FDI up to 51% in single-brand product retailing. According to Ministry of Commerce and Industry, Department of Industrial Policy (2012)<sup>43</sup> and Promotion has declared the amendment of existing policy of Foreign Direct Investment in Single-Brand Product Retail Trading as reported by FICCI (2011). According to this amendment, the policy now allows an Indian entities having Foreign Direct Investment can undertake single brand product retailing of foreign brands in the country. This amendment has a great potential to generate a number of opportunities in Indian Retail Industry. The policy allows up to 100% FDI in Single Brand Product Retailing. In this context, it is important to note that, during April 2000 to June 2011, the cumulative foreign direct investment (FDI), stood at US \$ 69.26 million.

The policy earlier did not allow Foreign Direct Investment in Multi-Brand Product Retailing, but according to Ministry of Commerce and Industry, Department of Industrial Policy (2012), the policy has been amended to allow up to 51% Foreign Direct Investment, under Government route, in Multi-Brand Retail Trading. This amendment is also an encouraging move by the Government of India which will result in better growth and opportunities in Multi-Brand Retail in India.

- **Taxes and other regulations:**

There are multiple laws and regulations in force and central, state and local levels in India for governing the retail sector. There are multiple laws such as the Essential commodities Act, the Cold Storage Order, the Weights and Measures Act,



labor laws and The Shops Establishment Act as reported by FICCI (2011). There is a lot market distortion and complexity due to these multiple regulations. Mohan (2014) argues that the tax structure in India is still evolving and complex and there is also large grey market which deters retailers from expanding and scaling up in India and believes that political consensus is required for eradicating taxation hurdles. The proposed regulatory changes such as GST and Direct Tax Code are also supposed to be beneficial for simplifying the supply chain, reducing prices to customers, thus encouraging growth in retail industry as argued by Earnst and Young, India (2013). Though, there are definitely some positive changes in the regulations and policy scenario, Mohan (2014) sees a lot scope for improving in terms of Government policies for retail industry in India, as he argues that numerous license requirements, permit and registration requirements are a major hurdle for growth in retail in India. According to FICCI (2011), there needs to be quick implementation of the Agriculture Produce Market Committee Act so that there is institutionalization of market intermediaries, contract farming and other provisions.

- **Multiple Governing Bodies:**

As per FICCI (2011), the organised retail in India is currently being governed by 2 ministries viz. Ministry of Commerce and Ministry of Consumer Affairs. The Ministry of Commerce takes care of retail policy and Ministry of Consumer affairs controls the licensing and other legislations. Lack of a single apex body for governing retail industry causes delayed growth in retail industry.

***Section 1. d): Trends in Retail Industry***

Though the percentage share of organised retail industry in India is low as compare to the traditional format retail stores in unorganized format, the preference of the customers for organised stores is increasing. Some of the reasons attributed to this trend are the increasing number of nuclear families, increased no. of working women for whom convenience during shopping has become an important factor, increased work pressure, increased commuting time according to Saxena et al (2011). According to Mohan (2013), an increasing trend has been seen in retailing through formats such as supermarkets, hypermarkets, department stores and specialty chains. There are many foreign players entering the market directly as well as through franchisee model. The rate at which the organised retail is replacing the traditional

stores is very high. Saxena et al (2011) argues that this pace is particularly disquieting for the local retailers, especially since India seems to achieve the change in 10 years, something for which the other major markets in the world took up to 25-30 years. In spite of the rapid growth, Mohan (2013) argues that the organised retail in India is still small and crowded with a number of market players. This hinders the organisations in reaching economies of scale in order to achieve sustainability.

In addition, a strong trend is being seen in retailing through direct selling, tele shopping from home and online shopping according to Mohan (2013). The online retail format has a high potential for growth in near future, with rapid spread of IT infrastructure, increased and improved use of internet and smartphones among the population. This segment is growing at the rate of 35% in India as reported by FICCI (2011), from Rs. 2000 Crore to Rs. 7000 Crore by 2015. There are several brands which are now aiming to tap the potential of this market to reach out to Internet Savvy customers. According FICCI (2011) Infiniti Retail , which runs Croma stores for electronic gadgets and the Future Group are in the process of tapping the potential of online retail with the Future Group's Futurebazaar.com aims to achieve up to 10 % sales through online portal mode.

### ***Section 1. e): Future Prospects in Retail Industry***

Retail industry in India is considered to have bright future for growth, due to the 3 important characteristics of its growing population, which are

- Being young
- Belonging to Middle Class, Upper Middle Class or Elite Class
- Residing in cities

If we look at the future demographic trends in India, the median age of the Indian population is expected to touch upto 31 years by the year 2025, according to Earnst and Young, India (2013). So, India is expected to continue to be one of the youngest population in the world, with upto 67% i.e. approximately 886 million persons belonging to the working age-group of 15 years to 64 years. Most of this population will contribute to the consumer group, indicating the scope for growth of retail industry. Also, according to Earnst and Young, India (2013), around 59% of the population is likely to fall in middle income group by 2020 and the population of elite

group is expected to increase to 13% by 2020, which again indicates the scope for sustaining the growth of retail industry in India. FICCI (2011) reports that by 2030, 570 million people are expected to be living in cities in India.

In addition to the favourable demographic aspects, easier availability of credit and increased vehicle population are the factors contributing to increased retail sales. Due to the demographic characteristics, India offers a huge market for various retail players from all over the world. According to CII-A.T.Kearney, India report (2011), India is the third most attractive retail market for global retailers among the 39 largest emerging markets.

Apart from the scope for growth of retail industry in general, there is also great scope for the growth of organised retail industry in India. Currently, the organised retail in India constitutes only 4% of the total market according to The Indian Retail (2011). This percentage is very low at present, but it is expected to grow up to 25% by 2018 according to analysis by The Indian Retail (2011).

Considering these developments, it is expected that there will be huge scope for employment and growing requirement of manpower for the industry. As reported by Indian Retail (2011). Experts estimate that the sector will generate employment for 2.5 million people in 2010 as per Gupta (2009).

### ***Section 1.f): Limitations and Challenges***

- Shortage of Skilled Human Resources:

There is lack of skilled and trained manpower for retail sector in India though there is a huge number of unemployed youth. 75 to 80% of the manpower in organised retail sector belongs to the front end staff in operations of the organisation as reported by FICCI (2011). In spite of this there are very few training courses targeted at these job roles. There are very less efforts made in systematically training youth in retail and the stringent employment laws make it even difficult for the employers as argued by Mohan (2014). FICCI (2011) reports that the industry also needs training programs especially targeted at training the youth for specialised functions such as merchandising, supply chain etc. In addition to this, the industry also needs to tackle the challenge of retaining the employees being trained and recruited as noted by Harikumar (2012)<sup>44</sup>.

- Underdeveloped Supply Chains:

Lack of well developed logistics infrastructure, cold chain networks, national distribution networks and hub and low penetration of supply chain management systems in rural areas pose a challenge for retailers trying to scale up in India.

- Insufficient Utilities:

Insufficient utilities such as that of power, transport, communication, water and gas sources and internet facilities also prevent fast growth of retail in India. Reliable IT infrastructure is important for managing modern supply chain systems, in the absence of which retailing business cannot prosper to its best, according to Mohan (2013).

- Real Estate Hurdles:

With the rapid growth of retail industry in India, the demand for real estate space for retail is also increasing. Real estate development for retail is a challenge in India due to high costs of land, rigid laws, lack of urban planning models and lack of transparency in the system, according to Mohan (2013). FICCI (2011) has also reported that the retail sector finds it difficult to get suitable spaces for establishments, due to various reasons such as lack of planning for retail industry in the cities, fragmented private holdings in cities, infrequent auctioning of Government owned vacant lands and disputes between land owners.

- Limited Consumer Insights:

According to Mohan (2014), there is very little knowledge about the customer base in India, gained through scientific market research on consumer behavior in India. This argument is also supported by HARIKUMAR (2012), according to whom the growth in retail is less than what was projected earlier and in fact the players in the industry are finding it tough to attract customers and convert it to sales while maintaining low costs.

***Section 1.g) : HR Management in Retailing:***

The importance of skilled manpower and efficient Human Resource Management practices in Retail industry has been illustrated by various authors

through research. Reddy (2011) has concluded that the entry of global players in retail industry has increased competition to a great extent and in order to stand in the competition, the retailers need efficient manpower. Retail industry is considered to be a Human Resource Intensive industry with unique type of Human Resource requirements which makes Management of Human Resources, a very crucial component in this industry as reported by Harikumar (2012). In order to understand the distribution of human resources across various segments of retail, it will be useful to have a look at the following **Table 2.1**,

**Table 2.1: % Share of Human Capital in Organized Retail:**<sup>12</sup>

Retail Forms	% Share
Food and Grocery	17%
Beauty and Body Care	3.56%
Books Music and gifts	13.08%
Pharmacies	2%
Jewelry and watch	10%
Footwear	32.84%
Clothing and Textile	36%
Homedecor and Furnishings	8.76%
Consumer Durables	17.04%

Source: Kodikal ,Pakkeerappa and Ahmed (2012)

It is clear from the table, that Clothing and Textile and Footwear are the largest formats contributing to more 65% of share of human resources, followed by Food & Grocery and Consumer Durables. The attrition in retail industry is a sever challenge especially at the entry level – sales associate level. The reason behind this is the nature of job at the front-end level, work hours, working conditions and stress involved as per Hammerberg (1984).The overall rate of attrition is estimated to be up to 30% by Cohen and Schwartz (1980)<sup>45</sup>. Though it is true that attrition is one of the serious issues being faced by the Human Resource Managers in Retail industry at this stage, it is often seen that most of them tend rely upon their own experience based assumptions for which there very little or no evidence available in scientific literature. Harisson and Gordon (2014)<sup>46</sup> and Rousseau (2006)<sup>47</sup> argue that this can lead to costly interventions which may not be effective in reducing attrition and they strongly

suggest that the managers need should base their decision on evidence based scientific information about attrition. This also brings a great scope for research in this area, especially in Indian context for exploring evidence based information on attrition in Indian retail industry front line employees.

### ***Section 1.h) : Comparison of Retail Industry in China and India***

China is another country, which is witnessing rapid growth in its retail industry as India does. The real growth of sales of consumer goods in China was 14.8% in the year 2010 and 16.6 % in the year 2011. The retail industry in China, similar to India, is also expected to continue to have a very rapid growth in coming years. Hence, in order to better understand the retail industry in India, it will be good to look at and compare the Retail Industry in India with that of China, which is also dealing with certain similar challenges of huge population growth, middle class growing at a high rate and rapid urbanization.

China is the world's most attractive destination for Retail market especially for Apparel segment, which has been growing at the rate of 20%, and is expected to grow in similar manner in future. It is also evident through the no. of international companies entering Chinese markets. Similarly, India is also considered as the second most attractive destinations for foreign retail companies to invest in, ranking 2<sup>nd</sup> in the world according to a study by an international consulting firm A T Kearney, which is referred to in a study by Kodikal, Pakkeerappa, Ahmed (2012). This growth is attributed mainly to its huge population, growing middle class and the increasing disposable income in the hands of this class due to low interest rates and increased wages in some provinces as per Ming, Zivlak, Ljubcic (2012). Similarly, the retail industry in China is also facing the problem of high attrition of employees. As far as the issue of attrition among employees in retail sector in China is concerned, studies by Tian-Foreman (2009) and Sin and Yau (1995) which have been referred to in another research on employee turnover in Chinese Apparel Retail, have shown that there attrition is higher if the job satisfaction levels are lower among the employees according to Ming, Zivlak, Ljubcic (2012).

## PART III

### Attrition in the Context of Retail Sector

#### *Section 3. Attrition in Retail*

In spite of being the second largest employer in India, Talent Management is the major challenge faced by the retail sector in India. As described in a report by Deloitte, India (2013), the sector finds it difficult to attract and more importantly retain people mainly due to increased expectations of the youth in India due to emergence of IT, ITES and similar other sectors and the perception about retail being considered as a low aspiration job as per Tata Consultancy Services, India (2013). While the retail sector has seen a very rapid growth and expansion in India in recent years, one third out of 34 the retailers were found to have an attrition rate of more than 8 % per month according to a recent survey conducted in July 2012 to January 2013 by Tata Consultancy Services and the Retailers Association of India (RAI). Further, it has also been found in the survey that 33% of the retailers have recorded more than 8% attrition rate per month with 26% having an attrition rate of more than 10%. This issue of retaining the employees in organisations is expected to continue in future with the growth of the sector and emergence of new players providing more choice to the workforce according to Tata Consultancy Services, India (2013).

Following chart derived from the findings Indian Retail Operations Benchmarking & Excellence Survey 2013 by RAI and TCS shows the comparison of Employee Attrition per Month in various Retail Segments, **Table 2.2:**

Retail segment	Employee Attrition Per Month (Percentage of Respondents)		
	Up to 4% per month	4 to 8 % per month	Above 8% per month
Fashion	15%	54%	31%
Department Store	40%	60%	0%
Value Retail	12%	44%	44%

**Source: Tata Consultancy Services, India (2013),**

We can see from the above table that attrition seems to be a very serious issue in Fashion and Value Retail segments, since more than 80% of the retailers have more than 4% rate of attrition.

If we have a look at the attrition rates as per seniority of roles, there is almost 20% attrition among front end staff which is high comparing to middle or senior level staff.

On the background of the attrition rates in retail industry in India, the same study has also found that at the store level “Improving Employee Happiness/retention” is the top priority for 11% of the retailers surveyed and it ranks 4<sup>th</sup> among the various key focus areas identified. It is evident from the figure that the retailers in India have gradually begun to recognize the importance of the issue of attrition and the need to analyze it further. Based on the literature reviewed for the purpose of this study, following are the key factors which are found to be influencing attrition rate in retail industry,

### ***Section 3. a) Attrition and job satisfaction***

Various theories of Job satisfaction have been considered so far in research to study the increasing attrition rates and a research claims that the Hackman and Oldham’s Job Characteristics model (1976) is much useful to explain how job characteristics of retail sector affect in job satisfaction and hence the high rate of attrition in retail sector according to Ton and Huckman (2008).

### ***Section 3. b) Attrition and Salary Benefits***

According to a compensation survey, retail companies have a simple pay structure which includes a basic salary, allowances, reimbursements, variable pay and key benefits such as PF and Gratuity. Increments have been at 12% in the year 2011-12 and the median variable pay in the sector is 18% which is higher than industry bench mark of 16.2%. The increments at junior level are subjected to less scrutiny at junior level staff as per Tata Consultancy Services, India (2013).

In spite of this, the salary hike offered on switching jobs is considered to be the primary reason for attrition and several studies in India and also in other countries with similar situation such as China, have found that a small hike in salary offered on



switching job can result in employee turnover. A hike of merely Rs. 200 to Rs.500 per month is attractive enough for the front end staff to switch jobs as per Tata Consultancy Services, India (2013). Similar results have been found in a survey of retail employees in India as reported by Dwiwedi (2013) and as per Ming, Zivlak, Ljubicic (2012), employee turnover in Apparel retail in China in which 37.78% respondents have state low salary as the reason for leaving. In general, the companies offering higher salaries have been experiencing lower attrition rate according to Ming, Zivlak, Ljubicic (2012). This shows the criticality of salary offered in preventing attrition in retail, but also draws attention to the fact that Retail Sector employees are highly sensitive to salary hikes. Higher sensitivity to salary hike means that an organization may be able to postpone the attrition of an employee having intentions to leave only until the employee is offered even higher salary by the competing organization, thus resulting in attrition. Hence, Monetary measures, though effective in curbing attrition, need to be used with caution.

The findings of this research provide a very useful clue for HR Personnel to see in practice whether Monetary Benefits is a factor where an intervention is required to get immediate results in controlling attrition rates. However, the industry needs to look at the feasibility of monetary measures of managing attrition. As reported by Deloitte, India (2013), the sector is finding it difficult to match up with the salary expectations of staff at all levels.

### ***Section 3. c) Attrition and Working Conditions***

The working condition or work environment consists of various aspects such as workload, community, fairness, control, reward and values as described by Harisson and Gordon (2014). Harisson and Gordon (2014) have also explained these terms in simple manner saying, workload is “the amount of work that an employee can handle in a given time”, community is “relationships that employees have with their fellow coworkers and their managers.”, Control is “the ability to make decisions”, rewards is “the monetary or non monetary reward a person may receiving for successfully completing a task” and fairness is “the perception that managers treat all employees equally and with trust and respect” and Values are the “Beliefs that an individual holds to be to true”. If there is a mismatch between what is expected by an employee in terms of any of these factors and what is actually being offered in the

organisation or the job, a burnout situation is expected which may lead to an employee's intention to quit.

There is more empirical research done in Indian context as well which has shown that working conditions matter in retaining or losing well performing employees. Most of the research agrees to the fact that salary hike and high qualification are the key drivers of increased rate of attrition in Retail Industry in India. According to a study of retail sector employees conducted in May-June, 2013 to understand and analyse the reasons behind high attrition rates in retail industry in North Eastern part of U.P in India Dwivedi (2013), it is not denied that there are various other factors such as working conditions of retail store and personal preferences regarding career prospects which might be affecting the decisions of employees resulting in attrition.

### ***Section 3.d) Attrition and Career Growth Prospects***

The survey conducted to analyze the reasons behind high attrition rates in retail industry in North Eastern part of U.P in India has found that Lack of motivation is the second major factor influencing attrition rates after Monetary Benefits which is a key finding for HR personnel in the industry. Though there might be a scope to find out whether interventions for improving employee motivation and growth prospects in organization would have a more long-lasting impact on attrition rates than interventions related to salary benefits. High Qualification of employees is cited as one of the possible reasons of high level of attrition in Retail industry based on observations of a senior executive in a major retail chain as mentioned in the above research. This view has also been supported in Deloitte, India (2013) saying that the majority young workforce in the sector expects a good career progression. According to Dwivedi (2013)<sup>48</sup>, the industry could be failing to match the career aspirations and growth expected by better qualified employees resulting in higher attrition rates among them. Also, the findings of the report by Tata Consultancy Services, India (2013) state that about 27% of the retailers did not have well-defined, documented career plans for their store employees. As a result of this, it is often seen that the employees, especially youngsters do not look at Retail sector as a long term career option. In fact, Vather (2008) refers to Heyes (2007)<sup>49</sup> who reports that young

workers see retail sector employment as a temporary preliminary requirement to further education or a better job.

### ***Section 3.e) Attrition and Personal Reasons***

Personal Benefits to the employee in terms of Skill Development and Job Security were found to be among the factors having significant influence on attrition in retail in the survey of organised retail employees in North Eastern U.P in India as reported by Dwiedi (2013). Considering this, it is important to look at how the Tata Consultancy Services, India (2013) has evaluated the efforts made by employers for skill enhancement of their employees. Only about 26% of the employers have assigned sufficient importance to training by making it part of store manager's key result areas according to the study according to Tata Consultancy Services, India (2013).

### ***Section 3. f) Attrition and Social Status***

Research by Price (2001) which has been referred by Ming, Zivlak, Ljubicic (2012)<sup>50</sup> in a study, suggests that those jobs which have a low social status are likely to experience higher attrition rates, since they are less informed and low-paid. It can be derived from these findings that monetary benefits in the form of say rewards and recognitions and more importantly, keeping the employees better informed about career progression planned by the organizations.

Recognition and Promotions play an important role in improving the perceived social status of the particular job.

### ***Section 3.g) Attrition and Psychological Contract***

Psychological Contract of the employee with the employer is described as unwritten rules and expectations that define the relationship of an employee with the employer according to Vather (2008) and Grobler, Warnich, Carrell, Elbert and Hatfield (2006). Such psychological contract is always being reviewed by employees as well as the organization and it keeps changing as the relationship progresses. It is important to understand the psychological contract in case of this relationship since it helps the employer explain why an employee intends to resign. It will be easier to understand which employees may have an intention to resign if the organization

understands the psychological contract and the perceptions about it by the employees. Creating an employer brand is a way of defining the psychological contract so that the employee takes the decision of joining or staying with the organization.

According to Rousseau (2004) referred by Vather (2008) in a study, there could be 2 types of psychological contract that an employee has with her employer. It could be a relational psychological contract or a transactional psychological contract. The characteristic of a transactional psychological contract is that the employee sees the relationship with employer only as a stepping-stone for reaching to the next milestone. In case of retail, it needs to be investigated that whether the employees mostly have a transactional type of psychological contract with their employer since they are not able to see a long term career with the organization. But, Rousseau (2004) also argues that once, the employee decides to continue in retail sector, the employee then realized the importance of key skills such as say communication skills and computer skills etc. which are required for a better career in this sector and thus his psychological contract becomes more relational. This brings us to the discussion, about how to help the employee take this decision about whether or not to stay in retail, which could be achieved through regular career discussions and mentoring by senior managers. This could be the scope for research on attrition of employees in retail.

#### ***Section 4. Labour- a competitive advantage in retail***

Customer service is a very important aspect for better performance in retail industry. Offering better customer service depends on the quantity as well as quality of staff employed by the industry. If the organisations operate with sufficient number of employees, they are able to provide better services through longer hours operations. If the organisations have skilled staff, they are able to provide a better customer experience. Longer hours of operations and better customer experience both can result in better performance of the organization. Institute for Study of Labour, Germany (2006)<sup>51</sup> points out that in a competitive environment such as that of retail sector, quality of customer service, which in turn depends on employees, becomes an important advantage for the organization.

### ***Section 5: Attrition and Sustainability***

What is a sustainable store-maintaining profit in spite of attrition, knowledge of staff not lost with them when they leave?

For the stores in retail industry to be sustainable, it is important that they are consistently able to maintain sufficient levels of profit and customer service in spite of the attrition of employees. Research has shown that, in order to achieve this, the stores need to have standard operating processes and they should try not to deviate from the standards as much as possible. Because, if there are standard processes, it is ensured by the management that they are being followed strictly and there is a way of transferring the knowledge about these processes to new employees, even though some of the experienced employees leave the organization, performance will not be hampered much according to Ton and Huckman (2008)<sup>52</sup>.

### ***Section 6 : Attrition and Performance of Stores***

In general, it is expected that stores having high rate of attrition will have a low performance than the stores having low rate of attrition. However, it has been argued in a research that loss of an employee would affect a store having a low attrition rate more than it would affect a store having a high rate of attrition. Based on these findings, the research suggests “High Process Conformance” as one of the ways to mitigate effect of attrition on performance. It has been provide in this research that 1 standard deviation in employee turnover at a “Low Process Conformance” store leads to 3.8% decrease in profit margin as reported by Ton and Huckman (2008).

In spite of this, it needs to be explored further whether the measures to manage the impact of attrition should be given more focus and spent more resources upon. It still needs to be studied whether, we should be cautious while taking up costly measures to reduce attrition. Should such measures be worth using in a selective manner only to retain critical, high performing employees with keen focus on their growth and development in the organization?

### ***Section 7: Benefits from Attrition***

Since attrition allows the organization to let new employees join the organization, it might bring in fresh approach in the organization and more

enthusiasm if fresher are hired to replace employees leaving the organization as per Ton and Huckman (2008). Having said this, it will be important to consider how much the job roles in question over here in retail industry actually have a scope and need to be innovative. If the new hires among front line staff are expected to be following the processes according to set standards, having a fresh approach might not have much relevance.

Another research refers to findings from Staw's research<sup>53</sup>, that employees might take more effort to give a better output during their initial period with an organization according to Ton and Huckman (2008). Research has observed that being a high stress job, retail sector employees have an inverted U shape learning and performance curve, where in the employees perform very high and are enthusiastic in the beginning as they learn, become stable for a period and then the motivation level goes down when they might perform low. If this type of behavior pattern is typical for retail employees, attrition may actually turnout to be suggestible for retail sector as pointed out by Staw (1980).

Also, studies suggest that some amount turnover of employees might allow adjustment of between employer and employee to arrive at a good match over a period of time as argued by Ton and Huckman (2008). Similar views have been stated by Institute for the Study of Labour, Germany (2006), while explaining Job Matching Theory. It is important to mention the classification of Voluntary Turnover as Functional (Beneficial to the organisation) and Dysfunctional (Detrimental to the organisation) which is done by Dalton, Krackhardt and Porter (1981). The functional voluntary turnover would in a way make way for better perform candidates to join as employees. But there is further scope to explore how this type of turnover could be differentiated.

As it has been discussed in PART II **Section 2.e: Solutions**, if the retail sector in India has to manage with certain levels of attrition for various reasons discussed, it needs to be understood, in what conditions does the attrition proves to be beneficial to retail industry. Based on various studies reviewed as a part of another research, certain factors have been identified which determine whether attrition would be beneficial. For the purpose of the study, following factors seem to be the most relevant to the analysis of attrition in retail sector as per Ton and Huckman (2008)

- 1) Degree to which the turnover is predictable, since in retail there is high dependence on trained frontline staff especially during peak hours, days and seasons (Price 1977, Staw 1980)
- 2) Degree of innovation required in the tasks to be performed, since the sector requires and provides less scope for innovation in junior roles (March 1990)
- 3) The tenure of the employee with the organization, since a good performer leaving the organization too soon might be due to an issue of lack of career progression seen in the organization or lack of emotional connect etc. (Staw 1980)

The industry might also have to consider how it can take advantage by ensuring such conditions through better management or by taking better decisions based on this understanding.

Attrition can be considered to be beneficial compared to recruitment if we look at it from the point of view of cost. Institute for the Study of Labour, Germany (2006) argues that attrition improves profit and recruitment reduces it, since new hires incur cost of recruitment and training.

### ***Section 8. Role of HR Department***

As the retail industry emerged , rapidly grew, expanded in India and now that is trying to achieve better profitability and matching with international standards, the role of HR has been changing. From the one focused on hiring in initial years, the HR department has now shifted focus to retaining talent, matching with international standards and optimizing costs. Since, considering the prevailing issue of attrition, in future, HR is expected to focus upon building practices to retain talent and create a strong performance driven and learning culture as per Deloitte, India (2013).

#### ***Section 8.a) Way Ahead for HR***

Most of the authors have agreed upon the fact that Human Resource Departments of Retail industry need to take up an innovative approach to tackle the issue of retention of employees. Designing competitive compensation structures, flexible working arrangements, investing in and designing career plans for high performers, encouraging internal upward movement, cross functional movements are some of strategies suggested as per Tata Consultancy Services (2008). Harrison and

Gordon (2014) and Rousseau (2006) have rightly pointed out in their research that managers tend to base their decisions regarding Human Resource upon experience based assumptions and incomplete or little evidence. This can lead to a lot of cost in the name of strategies to reduce attrition and such strategies may not actually work for retaining the talent. Hence, the managers need to look for evidence based scientific data before they define their HR strategies for reducing attrition rates. This also points out to a great scope for research in this area, especially in Indian context for exploring evidence based information on attrition in Indian retail industry front line employees.

HARIKUMAR (2012)<sup>54</sup> has suggested that considering the volatile and continuously evolving nature of the retail industry, the key to better HR Management would be to always be on the move and keep innovating, changing for the better. Especially, since many foreign players are now entering Indian Retail market, the domestic players as well as the traditional players need to adjust themselves in terms of their Human Resource practices in response to the external competition. But, according to Davis et al (2005)<sup>55</sup>

Considering the importance of training in managing attrition as explained in most of literature reviewed, the major focus of HR managers would have to be on training of employees for better skills and knowledge. In fact, Mohan (2014) recommends that the medium and large size retail firms should proactively come up to tie up with training institutes to develop talent for the industry.

### ***Section 8.b) Challenges faced by HR***

Challenges faced in case of Human Resources in Retail Industry have been discussed in this section based on the literature reviewed,

- Cultural alignment with Organisational values and vision

As argued by HARIKUMAR (2012), in order to source talented manpower in sufficient numbers, the industry recruits candidates from diverse backgrounds which causes a challenge of ensuring alignment of cultural values of the individuals with organisation's values and vision, which is important for better performance and retention of culturally diverse individuals in the organization.

- Managing ethical dilemmas and balancing Empowerment vs. controls



High level of decentralization of various operations and decision making especially regarding store level procurements and supplier relationships and younger age of the staff are peculiar characteristics of the retail industry and according to HARIKUMAR (2012), it is a challenge for HR managers to minimize un-ethical practices resulting out of it. At the same time, it is also important to provide freedom and empower store level employees to take decisions in this industry. Hence, it is not possible to exercise high level of controls. Balancing the two is another HR challenge as discussed by HARIKUMAR (2012).

- Capability building of Human Resources

Considering the young age and lack of experience of most of the staff at managerial positions who have to handle challenging responsibilities, building capacities of these human resources within the organization is key challenge for HR managers according HARIKUMAR (2012).

- Difficulty in matching expectations of employees (Job Security, Career Growth and Salary)

Youngsters joining the industry tend to come with expectations about career growth, job security and attractive pay packages. We have already seen in the previous sections on reasons behind attrition, that these are some of the key factors determining attrition in retail. HARIKUMAR (2012) argues that due to the volatile nature of the industry and thin margins at which it operates, it is not an easy task for the HR manager to assure job security, provide a convincing career growth path and salaries matching the expectations of employees.

There is a need to give a proper orientation to the incoming employees about the job expectations and the expected scenario of security, growth and increments in the organisation. But there is a scope for further research in the area of measuring inconsistencies with the initial job expectations and the actual scenario experienced by employees.

- Increasing productivity of employees

Getting better sales and profit margins while maintaining low costs is one of the general challenges faced by the retail industry which has been discussed before in Section on Introduction to Retail Industry. HARIKUMAR (2012) has briefly discussed the further challenge arising out of the economic considerations, which is the constant need to get better productivity out of existing human resources which again needs a lot of capacity building efforts.

- Stressful nature of the job

A job in retail industry is considered to be quite stressful given its customer facing nature especially at the entry level. HARIKUMAR (2012) argues that such stressful nature, the need to work on weekends and odd working hours is a challenge for HR management.

References:

- 
- <sup>1</sup>MOBLEY,W.H (1982) Some unanswered questions in Tunover and Withdrawal research. *Academy of Management Review* 7 (1), p.111-116
- <sup>2</sup>VATHER, B. (2008) The Factors driving staff turnover in the hardware retail industry. Gordon Institute of Business Science *University of Pretoria*. p.6.
- <sup>3</sup>HAMMERBERG, J.(2002) Reasons Given for Employee Turnover in a Full Priced Department Store. *Publication Manual of the American Psychological Association*. 4<sup>th</sup> Edition. Menomonie: University of Wisconsin-Stout.
- <sup>4</sup> Cambridge Business Dictionary - <http://dictionary.cambridge.org/dictionary/english>
- <sup>5</sup>GUINMARAES,T., OWEN,J. (1997) Assessing employee turnover intentions before and after TQM. *International Journal of Quality and Reliability Management*. 14(1): p.46 –p. 63.
- <sup>6</sup>FIRTH, L., MELLOR,d., MOORE,K., LOQUET,C. (2007) How can managers reduce employee intention to quit? *J. manage. Psycho*. 19(2: p.170- p.187.
- <sup>7</sup>MANO, R., TZAFRIR, S. (2004) Job search modes and turnover. *Career Development International*. (5): p.442 – p.446.
- <sup>8</sup>SCHERVISH, P. (1986) The structural Determinants of unemployment, vulnerability and power in market relations, Academic Press: New York. p.71 – p. 112.
- <sup>9</sup>IDSON, T., FEASTER, D. (1990) A Selectivity Model Of Employer size wage differentials. *Journal of Labour Economics*.8. p.99- p.122.
- <sup>10</sup>TREVOR,C. (2001) Interactions Among actual ease of movement determinants and job satisfaction in prediction of voluntary turnover. *Academy of Management Journal*, 44 (6): p.621 – p. 638.
- <sup>11</sup>AROKIASAMY, A. (2013) a Quantitative Study on Causes and Effects of Employee Turnover in the Private Sector in Malaysia. *Middle-East Journal of Scientific Research* 16 (11). P.1532-1541.
- <sup>12</sup>BERGMANN,T., SCARPELLO, V. (2001) Compensation decision making, 4<sup>th</sup> Edition., Harcourt, Fort Worth, TX.
- <sup>13</sup>DESS, G., SHAW,J., (2001) Voluntary Turnover, social capital and organizational performance. *Acad. Manage. Rev.*, 26, p 446 – p. 456.
- <sup>14</sup>DOBBS, K., (2001). Knowing how to keep your best and your brightest. *Workforce* April , p 57- p 60.

- 
- <sup>15</sup> REDDY, M., CHANDRA, S. (2011) Human Resource Management Practices in Organised Retailing- A Study of Select Retailers. *International Journal of Multidisciplinary Research*. 1(12), p.523- p.534
- <sup>16</sup> ONGORI, H. (2007) A review of Literature on employee turnover. *African Journal of Business Management* (6): p.49 – p. 54.
- <sup>17</sup> CHIU, C., FRANCESCO, M., (2003) Dispositional Traits and Turnover Intention: Examining the mediating role of job satisfaction and affective commitment, *International Journal of Manpower*, 24. P.284-p.298
- <sup>18</sup> JACKOFSKY, E., FERRIS, K., BRECKENRIDGE, B., (1986). Evidence of Curvilinear Relationship Between job performance and turnover. *Journal of Management*, 12, p.105 – p.111.
- <sup>19</sup> CASCIO, W (1991). *Managing Human Resources: Productivity, quality of work life, profits*. New York: McGraw Hill.
- <sup>20</sup> PHILLIPS, J. (1990). The Price Tag on Turnover. *Personnel Journal*. P.58-p.61.
- <sup>21</sup> INDIA. TATA CONSULTANCY SERVICES. (2013) *Indian Retail Operations Benchmarking & Excellence Survey 2013A RAI- TCS Study*. India: Tata Consultancy Services
- <sup>22</sup> MEAGHAN, S., BONTIS, N. (2002) Voluntary Turnover: Knowledge Management: Friend or Foe? *Journal of Intellectual Capital*. 3(3):p. 303 –p. 322
- <sup>23</sup> KODIKAL, R., PAKKEERAPPA, P. , AHMED, N. (2012) Managing Employee Retention And Turnover in The Retail Sector. *International Journal of Research in Commerce and Management*, 3(3).p.103- p.107.
- <sup>24</sup> VATHER, B. (2008) The Factors driving staff turnover in the hardware retail industry. Gordon Institute of Business Science *University of Pretoria*. p.10.
- <sup>25</sup> INDIA. TATA CONSULTANCY SERVICES. (2013) *Indian Retail Operations Benchmarking & Excellence Survey 2013A RAI- TCS Study*. India: Tata Consultancy Services
- <sup>26</sup> LEE, T., MITCHELL, T., (1994). An alternative Approach: The Unfolding Model of Voluntary Employee Turnover. *Academy of Management Review*. 12, p 51 –p 89
- <sup>27</sup> AMOS, T., RISTOW, A., RSTOW, L., PEARSE, N. (2008) *Human Resource Management*. 3<sup>rd</sup> Edition. Cape Town: Juta and Co Ltd.
- <sup>28</sup> LOQUERCIO, D. (2006) Literature Review on Turnover and retention. *People in Aid*.

- 
- <sup>29</sup> REDDY, M., CHANDRA, S. (2011) Human Resource Management Practices in Organised Retailing- A Study of Select Retailers. *International Journal of Multidisciplinary Research*. 1(12), p.523- p.534
- <sup>30</sup> HAMMERBERG, J. (2002) Reasons Given for Employee Turnover in a Full Priced Department Store. *Publication Manual of the American Psychological Association*. 4<sup>th</sup> Edition. Menomonie: University of Wisconsin-Stout
- <sup>31</sup> TON, Z., HUCKMAN, R. (2008) Managing the impact of Employee Turnover on Performance: The Role of Process Conformance. *Organisation Science*. 19 (2): p56 – p.68.
- <sup>32</sup> GERMANY. INSTITUTE FOR THE STUDY OF LABOUR. (2006) *Labour Turnover and Labour Productivity in a Retail Organisation*. Bonn: Institute for the of Labour. (IZA DP No.2332)
- <sup>33</sup> QUEIROS, C., CARLETTO, M., KAISELER, M., DIAS, S. AND PAREIRA, A. (2013). Predictors of Burnout among nurses: An interactionist approach, *Psicothema*, 25(3), p.330 – p.335.
- <sup>34</sup> FICCI. (2011) *Sector Profile: Retail*. [Online] Available From: [http://www.ficci.com/sector/33/Project\\_docs/Sector-prof.pdf](http://www.ficci.com/sector/33/Project_docs/Sector-prof.pdf). [Accessed: 13th October, 2015].
- <sup>35</sup> REDDY, M., CHANDRA, S. (2011) Human Resource Management Practices in Organised Retailing- A Study of Select Retailers. *International Journal of Multidisciplinary Research*. 1(12), p.523- p.534
- <sup>36</sup> FICCI. (2011) *Sector Profile: Retail*. [Online] Available From: [http://www.ficci.com/sector/33/Project\\_docs/Sector-prof.pdf](http://www.ficci.com/sector/33/Project_docs/Sector-prof.pdf). [Accessed: 13th October, 2015].
- <sup>37</sup> INDIA. EARNST AND YOUNG. (2013) *Indian Single Brand Retail – Poised for growth*. India: Earnst and Young.
- <sup>38</sup> KODIKAL, R., PAKKEERAPPA, P. , AHMED, N. (2012) Managing Employee Retention And Turnover in The Retail Sector. *International Journal of Research in Commerce and Management*, 3(3), p.103- p.107.
- <sup>39</sup> INDIA, CII-A.T.KEARNEY (2011) *Retail In India: Getting Organised to Drive Growth*. India: A.T.Kearney.
- <sup>40</sup> GUPTA, G. (2009). *An Analyses and Evolution of Indian Retail Market in Current Scenario (A Case Study of Some selected Companies in India after Globalization)*.

---

*Academia.* [Online] ACADEMIA. Available From: <https://www.academia.edu/Download>. [Accessed: 13th October, 2015].

<sup>41</sup>SAXENA J., JAIN,R., JARAD, R., PRAMANIK, R., PRAKASH,G. (2011) Impact of malls on sales and turnover of small shop keepers: An empirical analysis of Pune City. 5<sup>th</sup> International Conference on Industrial Engineering and Industrial Management: Cartagena.

<sup>42</sup> FICCI.(2011) *Sector Profile: Retail.* [Online] Available From: [http://www.ficci.com/sector/33/Project\\_docs/Sector-prof.pdf](http://www.ficci.com/sector/33/Project_docs/Sector-prof.pdf). [Accessed: 13th October, 2015].

<sup>43</sup>INDIA. MINISTRY OF COMMERCE AND INDUSTRY, DEPARTMENT OF INDUSTRIAL POLICY. (2012) *Press Note No. 4 (2012 Series) Amendment of the existing policy on Foreign Direct Investment in Single-Brand Product Retail Trading* India: Government of India. (IPP File No.: No.5/12/2010-I dated 20<sup>th</sup> September, 2012).

<sup>44</sup>HARIKUMAR, N. (2012) *Role, Scope, and Challenges of HR in Retail.* [Online] Available from: <http://www.shrmindia.org/hr-buzz/blogs/shrm-india/role-scope-and-challenges-hr-retail>. [Accessed 29th September 2015]

<sup>45</sup>COHEN,m., SCHWARTZ, A. (1980), U.S. Labour Turnover: Analysis of a new measure. *Monthly labour review*, 103, p.9 – p. 13.

<sup>46</sup>HARRISON,S., GORDON,P. (2014) Replacing Misconceptions of Turnover with Evidence-Based Information For The Retail Grocery Industry. *The Clute Institute International Academic Conference*. The Clute Institute: Orlando, Florida, USA. p. 107 – p.114

<sup>47</sup>ROUSSEAU, D(2004) Psychological Contracts in the Workplace, Understanding the Ties that Motivate. *Academy of Management Executive*. 10(1), p.120-127

<sup>48</sup>DWIVEDI, T. (2013) Attrition in Indian Retail Industry: An Analysis of Organised Retail in North Eastern Uttar Pradesh. *International Journal of Retailing and Rural Business Perspective*. 2 (3). p. 535- 536

<sup>49</sup>HEYES, J. (2007) Recruiting, paying and training 16- and 17- year old school leavers. *Industrial Relations Journal*, 38 (5), 386-405

<sup>50</sup>MING,X., ZIVLAK,N., LJUBICIC, M., (2012) Labour Turnover in apparel retail chains in China. *International Journal of Industrial Engineering and Management (IIJIEM)*, 3 (1). p. 9 – p.14.

- 
- <sup>51</sup> GERMANY. INSTITUTE FOR THE STUDY OF LABOUR. (2006) *Labour Turnover and Labour Productivity in a Retail Organisation*. Bonn: Institute for the of Labour. (IZA DP No.2332)
- <sup>52</sup>TON,Z., HUCKMAN,R. (2008) Managing the impact of Employee Turnover on Performance: The Role of Process Conformance. *Organisation Science*. 19 (2): p56 – p.68.
- <sup>53</sup> STAW,B.(1980). The consequences of turnover. *Journal of Occupational Behavior.1*, p.255 – p. 273.
- <sup>54</sup>HARIKUMAR, N. (2012) *Role, Scope, and Challenges of HR in Retail*. [Online] Available from: <http://www.shrmindia.org/hr-buzz/blogs/shrm-india/role-scope-and-challenges-hr-retail>. [Accessed 29th September 2015]
- <sup>55</sup>DAVIS,E., FREEDMAN, M., LANE,J., McCALL,B., NESTORIAK, N., PARK, T. (2005) Product Market Competition and Human Resource Practices: An analysis of the Retail Food Sector. [Online] Social Science Research Network. Available From: <http://dx.doi.org/10.2139/ssrn.717403> . [Accessed: 13th October, 2015]

## Chapter-3

### Research Methodology

Keeping in mind the title of present research, namely, “A CRITICAL STUDY OF ATTRITION TREND IN ORGANIZED RETAIL MALLS WITH SPECIAL REFERENCE TO PUNE CITY”, efforts have been made to present methodology adopted to achieve objectives of this **critical research** study in this chapter. It needs to be pointed out here that, as revealed from the title of the study, critical examination of the attrition phenomena is the main crux of the present study. To accommodate various aspects of research methodology emphasizing critical analysis of the problem being studied, this chapter has been presented with the help of seven sections as mentioned below.

Statement of the research problem undertaken in this study has been mentioned in *Section-(i)* of the present chapter. In *Section-(ii)*, Aims and objectives of this study have been mentioned. *Section-(iii)* brings out the hypothesis structured for the present study. *Section-(iv)* presents details regarding sampling design and research tool while database, both primary and secondary while has been given in *Section-(v)*. Moreover, *Section-(vi)* brings out the significance of the study. Finally, in *Section-(vii)* details regarding time span, scope and limitations of the study have been presented.

#### Section-(i)

##### Statement of the Research Problem

To the extent of present research study, research problem is the study of attrition phenomena in organized retailing in Pune. More particularly, statement of the research problem has been defined as: “A CRITICAL STUDY OF ATTRITION TREND IN ORGANIZED RETAIL MALLS WITH SPECIAL REFERENCE TO PUNE CITY”.

Technically speaking, research problem in a general way, may be expressed in a mathematical expression written as:

$$P(O_j | I, C_j, N)^1$$



Whereas, ' $P$ ' represents probability that, an outcome  $O_j$  will occur, if  $I$  select  $C_j$  in  $N$ .

In the context of present research study, it must be pointed out that, ' $T$ ' representing the selected organized retail malls operating in an environment of say ' $N$ ' which is defined by values of uncontrolled variables or in other words may be the HR practices with retention policies adopted and being implemented by organized retail malls. Now, ' $O$ ' has been assumed as an outcome. In the present study, ' $O$ ' is the phenomenon of attrition which is having two possible results, that is, either attrition happen or not (referred in many literature as retention). There are many possible courses of action (represented by ' $C_j$ ' in above mathematical expression) to get desired outcome (that is represented as ' $O_j$ '), most preferably, event of retention.

Thus, by reviewing all the above discussion, statement of research problem may be stated as, offering 'effective retention policy ( $C_j$ )' by studying 'reasons for attrition phenomena ( $N$ )' to 'organized retail malls ( $I$ )' in Pune to lowering down rate of attrition ( $O_j$ ).

To solve above research problem, method of critical study of attrition rates in organized retail malls has been adopted in the case of present research study.

## **Section-(ii)**

### **Aims and Objectives of the Research**

Considering the discussion in above section-(ii), the aim of the present study is to offer course of action or say retention strategy to lowering down the attrition rate in organized retail malls. In this view of matter, this broad aim of the study has been presented in a form of objectives in below section.

#### *Objectives of the present study:*

1. To measure the attrition rate in selected organized retail malls in Pune city
2. To investigate & analyze the reasons behind the attrition in those selected organized retail malls.
3. To offer critical observations on the attrition trend in organized retail malls.
4. To suggest different retention policies to overcome the problem of attrition in organized retail malls.

In line with the aims and objectives mentioned above, tentative working hypotheses have been offered and discussed in the section ahead.

### **Section-(iii)**

#### **Hypotheses of the Study<sup>2</sup>**

Considering the title and objectives of the present study, four hypotheses have been worked out. Moreover, it must be noted here that, first three hypotheses are related to investigate the relationship between various causing factors affecting on rate of attrition and the last fourth hypothesis has been focusing on the trends of attrition rates in the organized retail malls with the aim to investigating variations in regards with the attrition rates observed for select financial years.

**H1:** Salary and benefits are correlated with the behavior of leaving Job.

**H2:** Working conditions are correlated with the behavior of leaving Job.

**H3:** Opportunities for Career Growth are correlated with the behavior of leaving Job.

**H4:** Rate of attrition in organized retail malls are having significant variations.

The analysis and interpretation of these hypotheses have been presented with the help of chapter-5 on analysis of attrition trends.

### **Section-(iv)**

#### **Research Design and Research Tool**

As already discussed in the section-(ii) on research problem, present study is the critical assessment of causes of attrition and retention practices observed in an organized retail malls represented by ('N' for environment). This denoted environment that is 'N' has been collectively represented by the number of parameters of HR practices and related variables. In this view of matter and for scientific enquiry, select significant parameters have been considered for critical assessment of 'N', environment. These specific factors / parameters have been presented below namely, as; (a) Salary & Benefits; (b) Working Conditions; (c) Career Growth; (d) Personal Reasons; (e) Social Status; and (f) Internal personal relations at workplace<sup>3</sup>.

Additional to these parameters, efforts also have been made to collect data on status of attrition rates in select malls for six financial years, that is, from 2009-10 to 2014-15. It has been observed during the field investigation for this present study that, there is no unique definition of attrition is available and also every mall has its own style of calculating attrition rate. For the reason, considering this limitation on defining and also on understanding of attrition rate calculations, researcher has collected relevant data to calculate the rate of attrition rate for select malls in a considered span of time. To be specific, researcher has collected data of basically four variables for this purpose, namely, (a) number of employees at the beginning of the year; (b) new employees joined during the year; (c) number of employees left during that year; and (d) number of employees at the end of the year. Further details on calculating attrition rates have been presented in the Chapter-6 on Trend Analysis.

These rates of attrition have been utilized to investigate current trends of attrition in the select retail malls. And also relationship study has been made based on the primary of opinion survey of 7 parameters and various attrition rates.

All the further details on the aspect of questionnaire tool have been presented in the next section on, research tool.

### Research Tool

As discussed in earlier subsection, these selected six parameters have been quantified with the help of 5 point rating LIKERT SCALE<sup>4</sup> with the help of pre-tested questionnaire tool. Being a critical research an opinion survey has been conducted to collect primary data. An appropriately designed, reviewed and pilot tested questionnaire preferably has been used as a tool to collect the research data from the *front line and middle management level employees* in the selected ORM. The entire questionnaire has been separated in seven sections to quantify the opinions of respondents to assess situation led to attrition. Addition to these six parameters representing environment of HR practices, two more parameters also been added in the questionnaire tool. These two additional parameters are; (a) other miscellaneous causes of attrition; and (b) demographic data of the respondents. (*Detailed questionnaire has been attached in Annex-1*)

### **Section-(v)**

## **Sampling and Database of the Study**

The details on the sampling and data base of the present study have been presented in this section with the help of two subsections, namely, in *Subsection-(a)* details on sampling process has been brought up while details on data base considered for this study has been presented in the *Subsection-(b)*.

### *Subsection-(a)*

#### Sample Stratification

The objective of this section on sampling is to discuss sampling procedure the present study. To this end, it has to be pointed out that, present study has been based on stratified multistage random sampling technique. Appropriate details on applied stratified random sampling have been mentioned in next paragraphs.

Within the scope and limitations of the present study, initial pilot study has been conducted to collect primary data of the organized retail malls spread over PUNE City. According to this initial survey, there are approximately 112 organized retail malls have been observed in Pune city (*List has been attached in Annex-2*). The inclusion of the retail mall has been considered basically by two parameters. The first parameter is to consider malls with minimum 60 employees and second is the geographical location of the mall. To assess valid quantification in primary data to avoid biased interpretations geographical presence of the malls has been considered. This process may be called as first stage of stratification. Total 18 organized retail malls have been considered for the further processing. In this way at the first stage of sampling process, approximately 16 per cent of total malls have been considered as sample based on strict anonymity.

Further, in the process of sampling, second stage has been considered as deciding respondents to be canvassed in the sampling. It has to be mentioned here that, 100 per cent respondents have been contacted personally and circulated questionnaire amongst them to collect primary data. This has been reflected approximately average 89 per cent of response which has been constituted as primary data. The details on which have been presented in the below section of data base.

### *Subsection-(b)*

### Data Base of the Study

Naturally, the data base of the present study has been consisted of two well-known sources, namely, primary data and secondary data. The details on these two well-known data sources have been presented in below sections.

#### *a) Primary Data<sup>5</sup>*

As discussed in the earlier sections, primary data of the present study has been collected with the help of structured and pre-tested questionnaire tool. **Table No. 3.1** below, gives the appropriate details on number of employees working in the mall representing as population of the present study. With reference made to the table, total 9 departments are observed and considered as unit of analysis for the present study, namely; (A) Back office; (B) Billing; (C) Customer Care; (D) dispatch; (E) frontline; (F) maintenance; (G) sales; (H) security; (I) stores.

**Table No. 3.1**  
**Distribution of Employees in Organized Retail Malls According to Department /**  
**Designations (In numbers)**  
**(POPULATION)**

Sr. No.	Name of the Mall	Designations / Departments*									Total
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	
I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII
1	Mall-A	8	10	4	10	12	5	20	5	6	80
2	Mall-B	5	9	3	5	20	4	15	4	3	68
3	Mall-C	6	8	3	6	14	5	19	6	5	72
4	Mall-D	7	12	3	6	15	3	14	6	3	69
5	Mall-E	5	9	4	8	20	4	16	4	4	74
6	Mall-F	5	9	4	9	17	4	15	5	5	73
7	Mall-G	6	7	4	7	18	5	18	5	4	74
8	Mall-H	7	8	3	7	17	4	18	4	4	72
9	Mall-I	8	8	4	8	12	3	16	5	5	69
10	Mall-J	8	10	3	10	18	3	15	6	4	77
11	Mall-K	6	7	3	6	17	5	18	5	3	70
12	Mall-L	6	9	3	8	18	4	20	4	5	77
13	Mall-M	6	8	4	10	14	4	19	5	6	76
14	Mall-N	5	9	3	9	16	4	18	6	5	75
15	Mall-O	8	10	4	8	17	5	17	5	6	80
16	Mall-P	6	12	4	8	18	5	17	6	4	80
17	Mall-Q	6	9	4	9	19	4	20	5	6	82
18	Mall-R	7	10	3	9	20	4	18	6	3	80
	Total	115	164	63	143	302	75	313	92	81	1348

\*Note: (A) Back office, (B) Billing, (C) Customer Care, (D)Dispatch, (E) Frontline, (F) Maintenance, (G) Sales, (H) Security, (I) Stores |Source: Field Investigation

An effort has been made to canvass pretested questionnaire considering 100 per cent employees working in each of the department mentioned in the table no. 3.1. In this way, it has to be mentioned that, total 1348 questionnaires have been circulated in the organized retail malls to collect responses. Out of these 1348 questionnaires total 1199 respondents have been considered for further processing, tabulation and analysis of the data, comprising of 89 per cent of success rate. These 1348 respondents have been constituted as sample of the present study. The details of sample considered according to each department have been furnished in *Table No. 3.2*.

**Table No. 3.2**  
**Distribution of RESPONDENTS in Organized Retail Malls According to**  
**Department / Designations (In numbers)**  
**(SAMPLE)**

Sr. No.	Mall Name	Designations / Departments*									Grand Total
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	
I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII
1	Mall-A	7	9	4	8	11	5	18	5	5	72
2	Mall-B	5	8	3	4	15	4	12	4	3	58
3	Mall-C	5	7	3	5	12	4	16	5	5	62
4	Mall-D	5	11	3	5	14	3	12	5	3	61
5	Mall-E	5	8	4	7	17	3	14	4	4	66
6	Mall-F	5	8	4	8	15	3	14	5	4	66
7	Mall-G	5	6	4	6	16	5	16	5	4	67
8	Mall-H	6	7	3	5	15	4	16	4	4	64
9	Mall-I	7	6	3	7	12	3	14	5	5	62
10	Mall-J	7	9	3	9	15	3	14	4	3	67
11	Mall-K	5	5	2	6	15	4	16	5	3	61
12	Mall-L	5	8	3	7	17	4	18	4	5	71
13	Mall-M	5	7	4	9	13	3	17	4	5	67
14	Mall-N	5	8	3	8	12	4	16	5	5	66
15	Mall-O	7	9	4	7	15	4	15	5	4	70
16	Mall-P	5	11	4	7	16	6	15	4	4	72
17	Mall-Q	5	8	4	8	17	4	18	5	5	74
18	Mall-R	6	9	3	8	18	5	16	5	3	73
	Total	100	144	61	124	265	71	277	83	74	1199

\*Note: (A) Back office, (B) Billing, (C) Customer Care, (D) Dispatch, (E) Frontline, (F) Maintenance, (G) Sales, (H) Security, (I) Stores |Source: Field Investigation

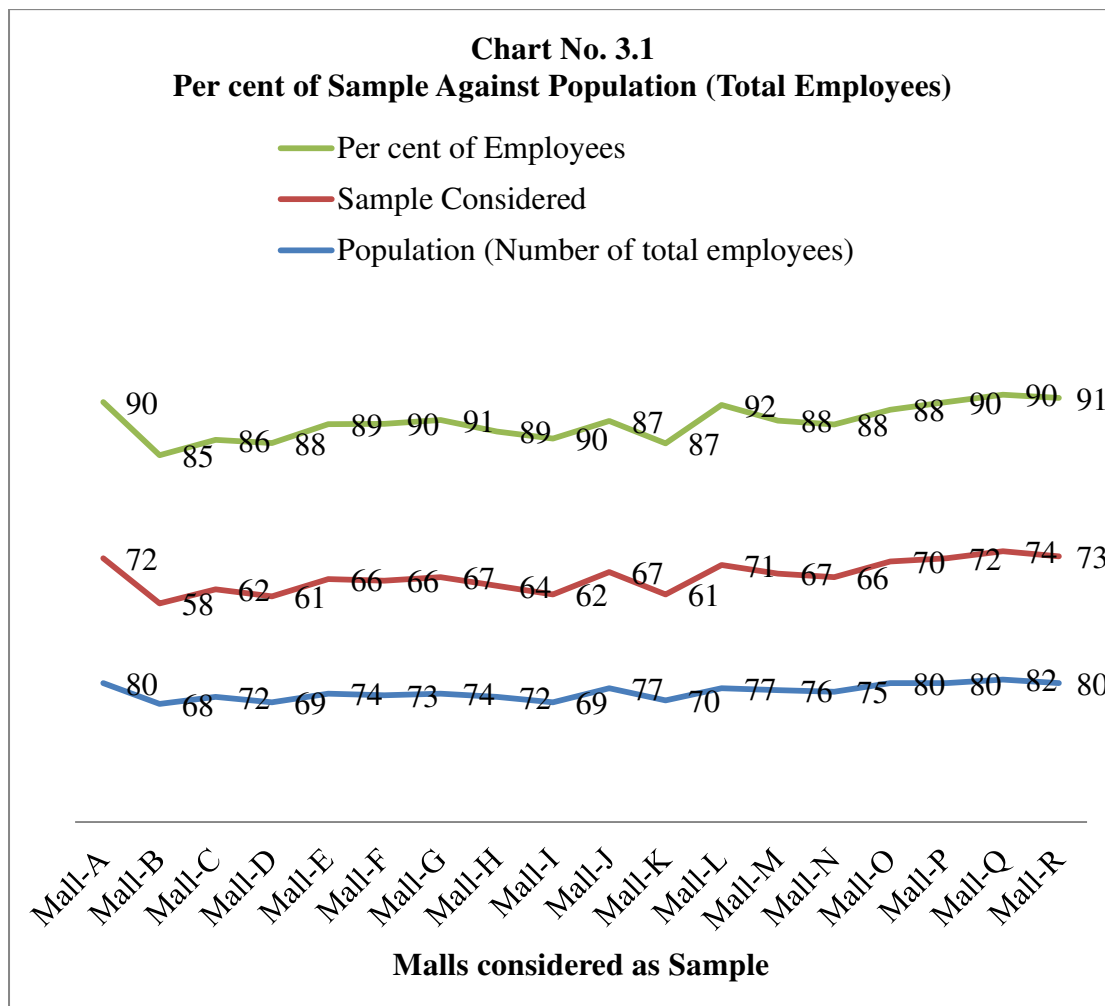
It would be seen from the table no. 3.2 that, departments front-line and sales has a more participation in sample. The reason behind is that, may be said as, in a organized retail malls proportionate of the requirement for staff for frontline activities and sales is observed at higher side compared to other departments. But, considering per cent representation of the each department to constitute as sample has not seen much significant difference. This aspect regarding per cent of sample with proportionate to population and again distributed according to the departments has been presented with the help of *Table No. 3.3*.

**Table No. 3.3**  
**Proportion of Samples drawn from Population**  
**(No of Employees in Percentages)**

Sr. No.	Mall Name	Designations / Departments									Grand Total
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	
I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII
1	Mall-A	88	90	100	80	92	100	90	100	83	90
2	Mall-B	100	89	100	80	75	100	80	100	100	85
3	Mall-C	83	88	100	83	86	80	84	83	100	86
4	Mall-D	71	92	100	83	93	100	86	83	100	88
5	Mall-E	100	89	100	88	85	75	88	100	100	89
6	Mall-F	100	89	100	89	88	75	93	100	80	90
7	Mall-G	83	86	100	86	89	100	89	100	100	91
8	Mall-H	86	88	100	71	88	100	89	100	100	89
9	Mall-I	88	75	75	88	100	100	88	100	100	90
10	Mall-J	88	90	100	90	83	100	93	67	75	87
11	Mall-K	83	71	67	100	88	80	89	100	100	87
12	Mall-L	83	89	100	88	94	100	90	100	100	92
13	Mall-M	83	88	100	90	93	75	89	80	83	88
14	Mall-N	100	89	100	89	75	100	89	83	100	88
15	Mall-O	88	90	100	88	88	80	88	100	67	88
16	Mall-P	83	92	100	88	89	120	88	67	100	90
17	Mall-Q	83	89	100	89	89	100	90	100	83	90
18	Mall-R	86	90	100	89	90	125	89	83	100	91
	Total	87	88	97	87	88	95	88	90	91	89

All the details on population and sample according to each mall have been presented below in a summarized way with the help of *Chart No. 3.1*. It would be

seen from the chart no. 3.1 that, sample considered under this study has been a true representative of the population.



Apart from this distribution of sample according to malls, **Table No. 3.4** gives details on department wise sampling to ensure true representation of population. Accordingly, **Chart No. 3.2** appropriately illustrated this aspect.

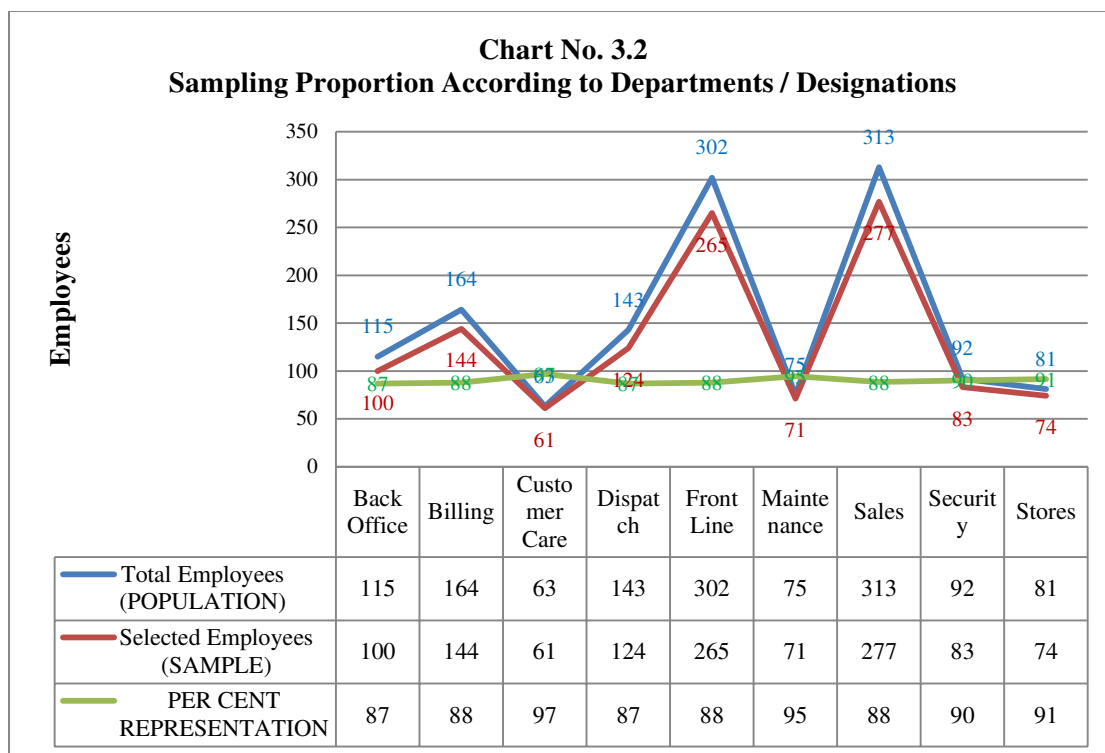
**Table No. 3.4**  
**Sampling Proportion According to Departments / Designations**

Sr. No.	Departments / Designations	No. of Employees		
		Total Employees (POPULATION)	Selected Employees (SAMPLE)	PER CENT REPRESENTATION
I	II	III	IV	V
1	Back Office	115	100	87
2	Billing	164	144	88
3	Customer Care	63	61	97
4	Dispatch	143	124	87
5	Front Line	302	265	88



6	Maintenance	75	71	95
7	Sales	313	277	88
8	Security	92	83	90
9	Stores	81	74	91
	TOTAL	1348	1199	89

Source: Field investigation



To summarize the section on primary data, it is worth mentioning that, the sample of 89 per cent from population may be said as a true representative of the population. In the present case of this study it shall be neglected that population here has been considered 100 per cent of the employees. Thus, interpretations derived from the processing, tabulation, and analysis of this primary data can be said supported technically to derive at significant generalizations.

#### *b) Secondary Data*

The significance in the research study of social sciences, the importance of secondary sources of data cannot be minimized. Thus, in the present study of critical assessment of attrition phenomena, secondary sources of data also have been reviewed, assessed and used. The purpose of this secondary data has been considered to develop theoretical perspective of this present study and mostly, chapter of literature review has been presented based on this type of data. Apart from the

theoretical aspect, conceptual critical assessment also has been based on the understanding of researcher developed from secondary data and this also has been reflected at the time of interpreting primary data.

The reliable and authentic sources of secondary data have been identified and used in this present study. Several books and journals have been analyzing these phenomena and lots of literature in this connection is also available in several periodicals and reports of the Government, Association of Industry and Chambers of Commerce. All these sources of secondary data have been relevant to the time period and also for the region and the related concerned activity. Some of this material has also been utilized during the course of the present study. The secondary data was also obtained from several renowned libraries in Pune, some of them are: British Council's Library, Pune, Jaykar Library of Savitribai Phule Pune University, Pune, Library of Gokhale Institute of Politics and Economics, Pune and the library of Vaikunthlal Mehta Institute of Cooperative Management and studies, Pune, the library of Tilak Maharashtra University, Pune and library of Maratha Chambers of Commerce, Industries and Agriculture, Pune.

#### **Section-(vi)**

##### **Significance of the study<sup>6</sup>**

Under the present circumstances, retention and motivation of personnel on ORM has become the major concern of HR. Looking at the current scenario, it could be said that there is an acute shortage of middle level management professionals in the Indian Retail Industry. The current trend is to hire from a smaller organization tempting the incumbent with a better pay package which ultimately results in increasing rate of attrition in smaller organizations. It is imperative that suitable talent be hired in various areas such as technology, supply chain, logistics, product development and marketing in order to stay side by side of the hectic race for success among MNCs. The call is for HR practitioners to play a more proactive and prominent role in order to retain the high tech skilled employees who are constantly looking for greater gains and prospects in their work. This is the real HR challenge to retain the "workers" by introducing new processes and procedures and still ride high in implementing organizational effectiveness. This has been reflected in their

retention strategies though, in result rate have not been lowered down at the considerable extent.

Thus, present study of critical examination of attrition phenomena will certainly enable to find out the ways to ensure longer sustainability of the organized retail malls in terms of retained talented.

Good HR practices can build better relationship with customers. Traditional shop keepers have been successful to create and maintain good customer relations. In organized markets as it is necessary to inculcate better values in the initial stages of the development to establish high quality HR practices and organizational culture. This will create a strong bonding between employees and customers for longer period.

This aspect of HR practices ultimately may be seen in the retention policies, now, there is an immense call for to look into critical examination of the same.

Without the help of well trained, loyal and committed human resource, organized retail malls cannot achieve stronger position in the retail sector. The reason is a very strong and wide spread network of traditional market has notable personal touch with the customers and even their family members. This results in the lifelong business with customers for generations. To attain this stage of longer relationships with customers, will surely required person to person relations developed by staff of the malls with customers. The major crux and bottle neck for this event to happen is high level attrition, because all the contacts and personal relationships built so far with customers by staff will surely exit along with the leaving employees, resulting in lowering down the proportion of potential revenues.

## **Section-(Vii)**

### **Time Span, Scope and Limitations of the Study**

The study is conducted in Pune Municipal Corporation and Pimpri-Chinchwad Municipal Corporation areas. Henceforth in this study an entire area has been called as 'Pune City' as Pune and Pimpri-Chinchwad area are supposed as one business hub. The study has been restricted only to Organized Retail Malls in Pune City.

Being Retail Organized Sector is the recent development in the Indian Economy, the period of the present study is considered for Six years from 2009-10 to 2014-15.

The most observed limitation during this study has been that, lack of the study for impact of the attrition phenomena. More specifically speaking, in the course of further studies; relationships between various attrition trends, reasons thereof and the impact of these parameters would have to be investigated deeply to propose mathematical expression as a function of attrition.

The researcher has not taken into consideration the contract employees or seasonal employees if appointed by the organized malls under this study.

### References:

---

<sup>1</sup> C. R. Kothari, *Research Methodology: Methods and Techniques*, New Age Publication, 2007, P-24

<sup>2</sup> Donald Ary, Lucy Chese Jacobs & Asghar Razavieh, *Introduction to Research in Education*: Holt, Rinehart and Winston, Inc., 1984

<sup>3</sup> Vera Bitsch and Michael Hogberg, *Employee Retention: Components of Job Satisfaction of Green Industry Employees*, Selected Papers prepared for presentation at the American Agricultural Economics Association Annual Meeting, Denver, Colorado, August 1-4, 2004

<sup>4</sup> James Dean Brown, **Likert items and scales of measurement**, *SHIKEN: JALT Testing & Evaluation SIG Newsletter*. March 2011. 15(1) 10-14, <http://jalt.org/test/PDF/Brown34.pdf>

<sup>5</sup> Donald R. Cooper et al, *Business Research Methods-9<sup>th</sup> Edition*, Tata McGraw-Hill, 2006, p-268

<sup>6</sup> Marie Jahoda, Morton Deutsch and Stuart W. Cook, *Research Methods in Social Relations*, p-4

## **Chapter-4**

### **Analysis and Interpretation of Causes of Attrition**

#### **Contents**

**Introduction**

**Section-(a): Demographic Information**

**Section-(b): Salary and Benefits**

**Section-(c): Working Conditions**

**Section-(d): Career Growth**

**Section-(e): Personal Reasons**

**Section-(f): Social Status**

**Section-(g): Internal Personal Relations at Workplace**

**Section-(h): Other Miscellaneous Causes**

## Introduction

Attrition is the phenomenon which is being witnessed in any industry. Irrespective of the economic activities and time specificities; incidences of hopping by employees are quite obvious. In this view of matter, strategic solutions offered to maintain healthy attrition rate in industry should be appropriate to the causes behind the attrition. It is obvious that, there is no any single simple formulae exist to solve the problem of attrition. Because as the matter of fact, attrition is the joint function of various parameters or factors which lead to the decision of quit by the employees. Hence, no substantial elaboration needs to call up on to mention the importance of investigation into the causes of attrition.

Keeping in mind the earlier discussion presented in this introductory section, the chapter on analysis of causes for attrition has been presented in eight sections. Efforts have been made to quantify the select parameters and its impact to stimuli the attrition phenomena while writing the present chapter.

The **Part-I** of this chapter, has been elaborated with the help of eight parameters given in respective eight sections. **Section-(a)**, discusses analysis and interpretation of the *Demographic Information* of the respondents. In **Section-(b)**, *Salary and Benefits* related variables have been presented. *Working conditions* at any workplace plays a significant role while determining the probable incidence of attrition phenomena. This aspect has been discussed with the help of **Section-(c)**. *Career growth* related variables have been quantified, analyzed and presented in **Section-(d)** while **Section-(e)** deals with the information regarding *Personal Reasons* for attrition. **Section-(f)** brings out the Social Status. Quantification and tabulation of details regarding *Internal Personal Relations at Workplace* has been presented in **Section-(g)** while in **Section-(h)** *other miscellaneous causes* have been discussed.

**Section-(a):**

**Demographic Information**

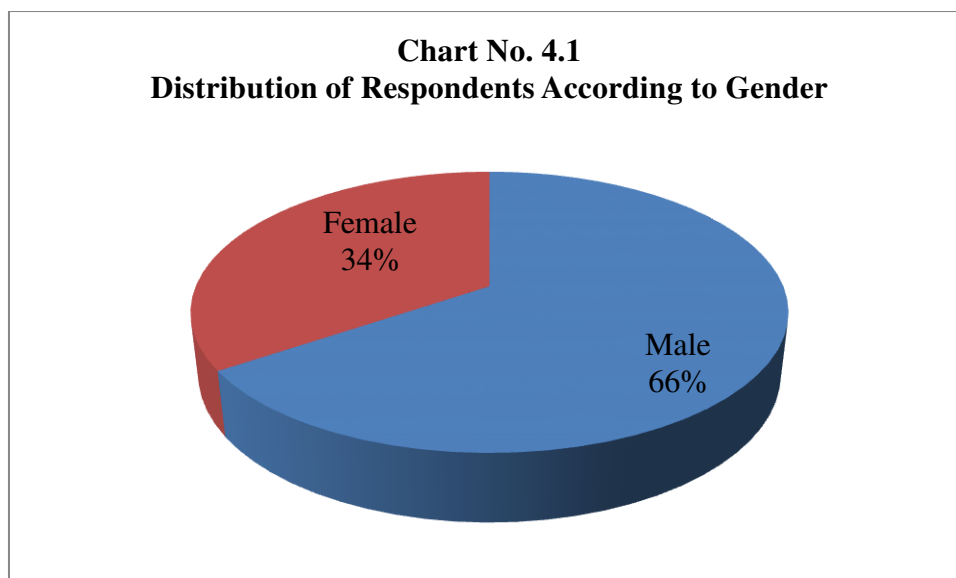
As an independent business activity, organized retail malls employ approximately 35 per cent of the female employees. The proportion of male and female employees working in the selected malls is observed to be close to the aggregate proportion of 2:1. *Table No. 4.1* and corresponding *Chart No. 4.1* depict the fact mentioned earlier.

Thus, it may be noted that, organized retail mall is the preferential workplace to work for the female workers as it employs significant proportion of the female workers (34.45 per cent to be exact).

**Table No. 4.1**  
**Distribution of Respondents According to Gender Across Malls**  
**(In Per cent)**

S.N.	Name of the Organization	Gender		
		Male	Female	Grand Total
I	II	IV	III	V
1	A	58.33%	41.67%	100.00%
2	B	74.14%	25.86%	100.00%
3	C	59.68%	40.32%	100.00%
4	D	65.57%	34.43%	100.00%
5	E	59.09%	40.91%	100.00%
6	F	60.61%	39.39%	100.00%
7	G	68.66%	31.34%	100.00%
8	H	67.19%	32.81%	100.00%
9	I	66.13%	33.87%	100.00%
10	J	70.15%	29.85%	100.00%
11	K	62.30%	37.70%	100.00%
12	L	61.97%	38.03%	100.00%
13	M	70.15%	29.85%	100.00%
14	N	62.12%	37.88%	100.00%
15	O	72.86%	27.14%	100.00%
16	P	59.72%	40.28%	100.00%
17	Q	63.51%	36.49%	100.00%
18	R	78.08%	21.92%	100.00%
	<b>Grand Total</b>	<b>65.55%</b>	<b>34.45%</b>	<b>100.00%</b>

**Source: Field Investigation**



Organized retail malls has been amongst the significant workplace for the female workers, while, interestingly, it would be seen from the *Table No. 4.2* that majority (60.38 per cent) of the female workers has been working in front line staff. Table No. 4.2 supports this observation. Department wise functional segregation has been offered in the Table No. 4.2. Apart from the department of frontline approximately one half (47 per cent to be exact) of the total staff would be seen female workers in department of dispatch followed by department of maintenance (one third).

All the discussion regarding gender wise presentation of respondents has been called up on in this chapter is specifically to investigate into the causes of attrition phenomena. In general, organized retail mall industry has been observing significant rate of attrition. This aspect has been presented with the help of Chapter 6, namely, analysis of attrition trend. But, at this point data suggest that gender differences may be remain neutral in the process of decision to quite.

**Table No. 4.2**  
**Distribution of Respondents According to Gender and Department**  
**(In Per cent)**

S.N.	Department	Gender		
		Female	Male	Grand Total
I	II	III	IV	V
1	Back Office	30.00%	70.00%	100.00%
2	Billing	24.31%	75.69%	100.00%
3	Customer Care	16.39%	83.61%	100.00%



4	Dispatch	47.58%	52.42%	100.00%
5	Front Line	60.38%	39.62%	100.00%
6	Maintenance	33.80%	66.20%	100.00%
7	Sales	21.30%	78.70%	100.00%
8	Security	22.89%	77.11%	100.00%
9	Stores	22.97%	77.03%	100.00%
	<b>Grand Total</b>	<b>34.45%</b>	<b>65.55%</b>	<b>100.00%</b>

**Source: Field Investigation**

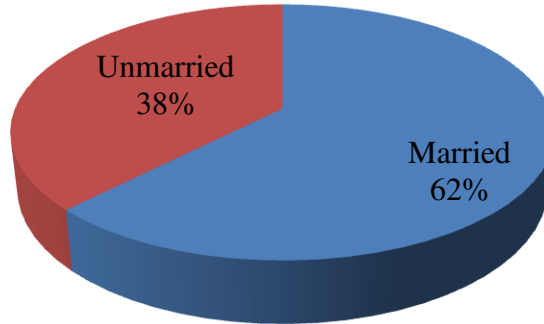
Married employees have been assumed to be more stable employees in the view of attrition phenomena. In a sample selected for the studying attrition phenomena 62.39 per cent respondents found with status of married. With the reference made to *Table No. 4.3*, it would be seen that, in the department of front line, majority of respondents found married. It is to be noted interestingly that, this department also hold majority of the female workers. Thus it can be safely argued that, most of the female workers in the present sample have been observed with the status of married. This aspect has been described appropriately with the help of *Chart No. 4.2*.

**Table No. 4.3**  
**Distribution of Respondents According to Marital Status and Department**  
**(In Per cent)**

S.N.	Department	Marital Status		
		Married	Unmarried	Grand Total
I	II	III	IV	V
1	Back Office	48.00%	52.00%	100.00%
2	Billing	47.22%	52.78%	100.00%
3	Customer Care	78.69%	21.31%	100.00%
4	Dispatch	67.74%	32.26%	100.00%
5	Front Line	83.40%	16.60%	100.00%
6	Maintenance	49.30%	50.70%	100.00%
7	Sales	55.23%	44.77%	100.00%
8	Security	68.67%	31.33%	100.00%
9	Stores	45.95%	54.05%	100.00%
	<b>Grand Total</b>	<b>62.39%</b>	<b>37.61%</b>	<b>100.00%</b>

**Source: Field Investigation**

**Chart No. 4.2**  
**Distribution of Respondents According to Marital Status**



Among the all employees, mall ‘Q’ employs approximately three fourth of married peoples while in mall ‘B’ married employees’ accounts for 51.72 per cent. Without going into the further details of describing mall wise status of marital status of respondent employees, it would be worth noting that approximately on an average each mall has employs 60 per cent (62.39 per cent to be exact) of married employees. (Refer *Table No. 4.4*)

**Table No. 4.4**  
**Distribution of Respondents According to Marital Status Across Malls**  
**(In Per cent)**

S.N.	Name of the Organization	Marital Status		
		Married	Unmarried	Grand Total
I	II	III	IV	V
1	A	58.33%	41.67%	100.00%
2	B	51.72%	48.28%	100.00%
3	C	69.35%	30.65%	100.00%
4	D	68.85%	31.15%	100.00%
5	E	62.12%	37.88%	100.00%
6	F	66.67%	33.33%	100.00%
7	G	52.24%	47.76%	100.00%
8	H	65.63%	34.38%	100.00%
9	I	66.13%	33.87%	100.00%
10	J	59.70%	40.30%	100.00%
11	K	60.66%	39.34%	100.00%
12	L	67.61%	32.39%	100.00%
13	M	67.16%	32.84%	100.00%
14	N	51.52%	48.48%	100.00%
15	O	64.29%	35.71%	100.00%
16	P	63.89%	36.11%	100.00%

17	Q	71.62%	28.38%	100.00%
18	R	54.79%	45.21%	100.00%
	<b>Grand Total</b>	<b>62.39%</b>	<b>37.61%</b>	<b>100.00%</b>

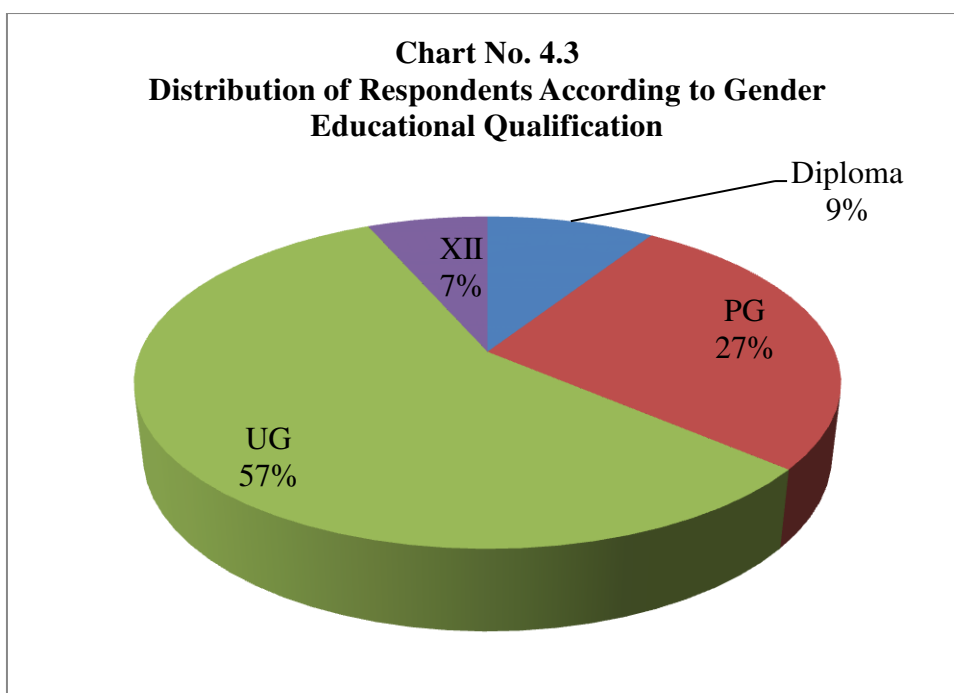
**Source: Field Investigation**

Organized retail malls observed to be employed slightly more than 55 per cent of the employees having education up to the under graduation while 27.02 per cent respondents completed their education up to post graduation. Taking together both of these respondents accounts for 84.23 per cent which safely lead to conclude that organized retail mall employees are well educated. This educational profile has been a significant factor for determining the reason for attrition. It can be worthwhile to mention that, naturally, educated employees are more aware and having controlled decisions while leaving present assignment as compare to the educationally poor workers. This aspect has been presented with the help of *Table No. 4.5* and appropriately illustrated by Pie *Chart No. 4.3*.

**Table No. 4.5**  
**Distribution of Respondents According to Educational Qualification Across Malls**  
**(In Per cent)**

S.N.	Name of the Organization	Educational Qualification				Grand Total
		Diploma	PG	UG	XII	
I	II	III	IV	V	VI	VII
1	A	11.11%	27.78%	54.17%	6.94%	100.00%
2	B	17.24%	22.41%	53.45%	6.90%	100.00%
3	C	6.45%	24.19%	61.29%	8.06%	100.00%
4	D	9.84%	22.95%	60.66%	6.56%	100.00%
5	E	6.06%	27.27%	60.61%	6.06%	100.00%
6	F	9.09%	19.70%	63.64%	7.58%	100.00%
7	G	10.45%	31.34%	50.75%	7.46%	100.00%
8	H	7.81%	18.75%	68.75%	4.69%	100.00%
9	I	12.90%	24.19%	54.84%	8.06%	100.00%
10	J	8.96%	41.79%	43.28%	5.97%	100.00%
11	K	11.48%	21.31%	60.66%	6.56%	100.00%
12	L	9.86%	25.35%	59.15%	5.63%	100.00%
13	M	5.97%	35.82%	52.24%	5.97%	100.00%
14	N	7.58%	27.27%	57.58%	7.58%	100.00%
15	O	5.71%	30.00%	57.14%	7.14%	100.00%
16	P	9.72%	27.78%	56.94%	5.56%	100.00%
17	Q	5.41%	29.73%	59.46%	5.41%	100.00%
18	R	10.96%	26.03%	56.16%	6.85%	100.00%
	<b>Grand Total</b>	<b>9.17%</b>	<b>27.02%</b>	<b>57.21%</b>	<b>6.59%</b>	<b>100.00%</b>

**Source: Field Investigation**



The department wise scenario of the educational profile of selected respondents has been presented with the help of **Table No. 4.6**. It would be seen from the table that, maintenance department employs 100 per cent diploma holder employees while sales department observed having majority of UG (44.40 per cent) and PG (55.60 per cent) workers. Although, stores, billing and dispatch departments majorly covered with almost slightly more than 80 per cent of UG workers. It would not be surprise to see H.S.C workers in security department. Moreover, post graduate workers scattered in approximately in equal proportion with department of back office and customer care.

**Table No. 4.6**  
**Distribution of Respondents According to Educational Qualification and Department**  
**(In Per cent)**

S.N.	Department	Educational Qualification				Grand Total
		DIP	PG	UG	XII	
I	II	III	IV	V	VI	VII
1	Back Office	6.00%	40.00%	54.00%	0.00%	100.00%
2	Billing	0.00%	10.42%	89.58%	0.00%	100.00%
3	Customer Care	1.64%	44.26%	54.10%	0.00%	100.00%
4	Dispatch	0.00%	16.94%	83.06%	0.00%	100.00%
5	Front Line	12.08%	25.28%	62.64%	0.00%	100.00%
6	Maintenance	100.00%	0.00%	0.00%	0.00%	100.00%

7	Sales	0.00%	55.60%	44.40%	0.00%	100.00%
8	Security	0.00%	0.00%	4.82%	95.18%	100.00%
9	Stores	0.00%	0.00%	100.00%	0.00%	100.00%
	<b>Grand Total</b>	<b>9.17%</b>	<b>27.02%</b>	<b>57.21%</b>	<b>6.59%</b>	<b>100.00%</b>

**Source: Field Investigation**

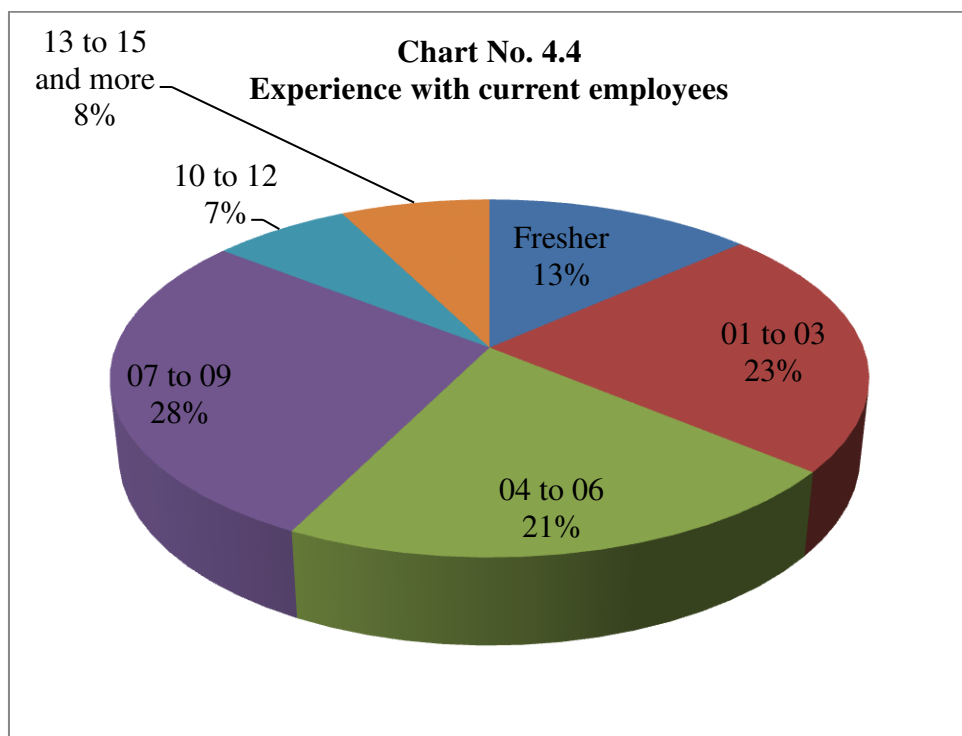
Below mentioned *Table No. 4.7* has been presented with the quantified details of experience of respondents with present employer. Interestingly, this aspect fairly furnishes the details regarding retention statistics of organized retail malls. Thus, it would be seen from the table that, average stability of mall workers is more than 2 years as well as less than 3 years the standard variation of 1.7 years. As the standard deviation (that is 1.7) of the observed mean (that is 2.72), does not support true representation of mean, although statistically. In fact, only 14.43 per cent of the employees remained with present employer for more than 10 years. Retention for 1 year to 9 years with current employers is observed at 72.14 per cent. This means that, 72.14 per cent of employees work for approximately and on an average for 1 to 9 years with the current retail mall. This aspect has been appropriately illustrated with the help of *Pie Chart No. 4.4*.

**Table No. 4.7**  
**Experience with current employer**

S. N.	Name of the Organization	Fresher	01 to 03	04 to 06	07 to 09	10 to 12	13 to 15 and more	Grand Total
I	II	III	IV	V	VI	VII	VIII	IX
1	A	16.67%	26.39%	19.44%	22.22%	1.39%	13.89%	100.00%
2	B	20.69%	25.86%	20.69%	17.24%	5.17%	10.34%	100.00%
3	C	6.45%	20.97%	19.35%	33.87%	11.29%	8.06%	100.00%
4	D	11.48%	14.75%	24.59%	27.87%	9.84%	11.48%	100.00%
5	E	16.67%	19.70%	22.73%	27.27%	6.06%	7.58%	100.00%
6	F	13.64%	16.67%	24.24%	33.33%	6.06%	6.06%	100.00%
7	G	10.45%	32.84%	17.91%	23.88%	11.94%	2.99%	100.00%
8	H	9.38%	23.44%	28.13%	26.56%	3.13%	9.38%	100.00%
9	I	16.13%	17.74%	22.58%	25.81%	9.68%	8.06%	100.00%
10	J	13.43%	23.88%	22.39%	26.87%	5.97%	7.46%	100.00%
11	K	13.11%	19.67%	31.15%	24.59%	6.56%	4.92%	100.00%
12	L	11.27%	19.72%	18.31%	36.62%	9.86%	4.23%	100.00%

13	M	8.96 %	23.88 %	13.43 %	34.33 %	10.45 %	8.96%	100.00%
14	N	15.15 %	31.82 %	18.18 %	27.27 %	3.03 %	4.55%	100.00%
15	O	10.00 %	25.71 %	21.43 %	24.29 %	8.57 %	10.00%	100.00%
16	P	18.06 %	23.61 %	19.44 %	30.56 %	2.78 %	5.56%	100.00%
17	Q	6.76 %	18.92 %	22.97 %	36.49 %	6.76 %	8.11%	100.00%
18	R	23.29 %	20.55 %	19.18 %	26.03 %	6.85 %	4.11%	100.00%
	<b>Grand Total</b>	<b>13.43 %</b>	<b>22.60 %</b>	<b>21.35 %</b>	<b>28.19 %</b>	<b>6.92 %</b>	<b>7.51%</b>	<b>100.00%</b>
	Mean	2.7223						
	S.D.	1.6684						

**Source: Field Investigation**



All the discussion in this section has been offered to understand demographic profile of the sampled respondents with view to understand the impact of these variables on the decision to quite by the employees. Although this aspect of these variables have been appropriately investigated in the Chapter on Analysis of attrition trend. While significant importance of these demographic variables cannot be minimized for interpreting observations and analysis the causes presented in this chapter.

## **Section-(b):**

### **Salary and Benefits**

Salary, benefits and pay packages are the dream words for any employee. This is the most significant factor for determining decision to quite in any industry and sector. In fact, all other variables have been always compared with the salary and for instance, if the pay packages are up to mark of expectations of workers then other variables such as working conditions, career growth etc. will remain bargain able and least important in decision to quite by the employee.

In the *Table No. 4.8*, an effort has been made to quantify and tabulate details regarding annual approximate salary figures for the organized retail malls employees. It would be seen therefore that, average annual salary of the employees in organized retail malls stood at INR 1,71,884 with the slight variation of INR 29000. This figure, if compared with the Per Capita Income (PCI) of Pune District<sup>1</sup>, then it would be seen that an average annual salary of the organized retail malls is significantly much more than the PCI of Pune District. More than 85 per cent of the employees of organized retail malls observed to be withdrawing annual salaries of INR between 1,20,000 to 2,00,000 while 13.96 per cent of the respondents accounted for annual salaries of INR 220000 to 250000 and more. This aspect has been appropriately illustrated with the help of *Pie Chart No. 4.5*.

Referring to the discussion made above, lead to note a sense that the annual salary packages of the organized retail malls have been observed slightly close to the scale of living salary. Although, in fact attrition rates for this industry has been observed unexpectedly above as compared to other industries. Thus, at the very outset, it would be pointed out that, salary will be not the single factor determining the decision of quite for the employees.

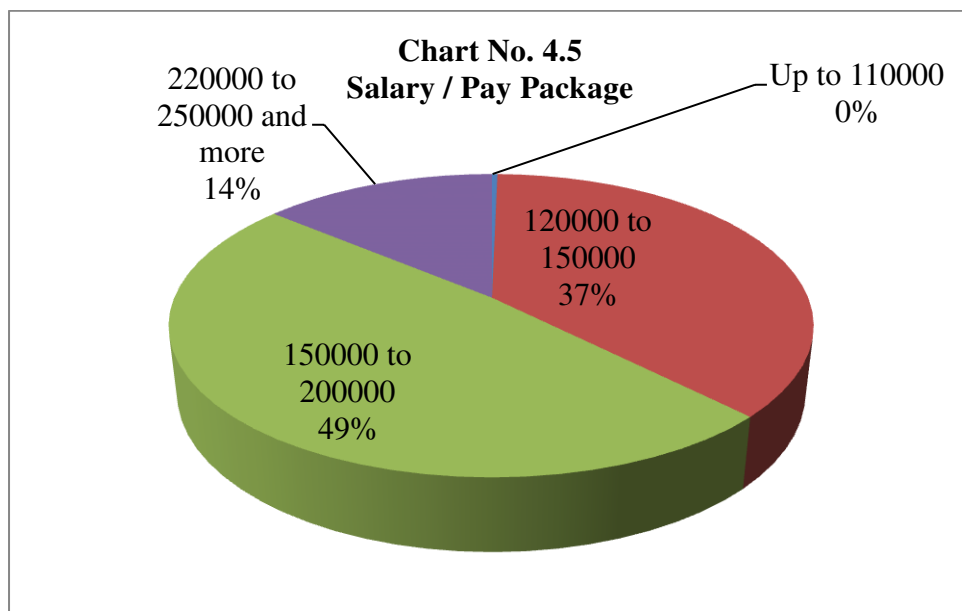
---

<sup>1</sup> Per Capita Income-Gross for Pune District (according to fixed prices) is INR 67279 for the year of 2010. This has been observed at lower side as compare to average annual salaries of organized retail mall employees. (Source: Report of the District Social and Economic Status published by Directorate of Economic and Statistics of Maharashtra Government in 2010-Page XII-2.)

**Table No. 4.8: Salary / Pay Package**

S.N.	Name of the Organization	Up to 110000	120000 to 150000	150000 to 200000	220000 to 250000 and more	Grand Total
I	II	III	IV	V	VI	VII
1	A	1.39%	36.11%	50.00%	12.50%	100.00%
2	B	0.00%	50.00%	39.66%	10.34%	100.00%
3	C	0.00%	32.26%	53.23%	14.52%	100.00%
4	D	0.00%	42.62%	45.90%	11.48%	100.00%
5	E	0.00%	37.88%	42.42%	19.70%	100.00%
6	F	0.00%	43.94%	42.42%	13.64%	100.00%
7	G	0.00%	37.31%	46.27%	16.42%	100.00%
8	H	0.00%	39.06%	53.13%	7.81%	100.00%
9	I	1.61%	32.26%	56.45%	9.68%	100.00%
10	J	0.00%	38.81%	44.78%	16.42%	100.00%
11	K	0.00%	40.98%	40.98%	18.03%	100.00%
12	L	0.00%	29.58%	56.34%	14.08%	100.00%
13	M	1.49%	28.36%	55.22%	14.93%	100.00%
14	N	0.00%	39.39%	45.45%	15.15%	100.00%
15	O	0.00%	35.71%	51.43%	12.86%	100.00%
16	P	1.39%	40.28%	43.06%	15.28%	100.00%
17	Q	0.00%	33.78%	47.30%	18.92%	100.00%
18	R	0.00%	31.51%	58.90%	9.59%	100.00%
	<b>Grand Total</b>	<b>0.33%</b>	<b>37.21%</b>	<b>48.62%</b>	<b>13.96%</b>	<b>100.00%</b>
	Mean	171884.00				
	S.D.	29075.00				
	Min	110000.00				
	Max	250000.00				
	Median	170000.00				

**Source: Field Investigation**





Career in the organized retail mall has been considered as the starting point and not the destination by most of the respondents. It would be seen from the *Table No. 4.9* that more than 90 per cent of respondents support this opinion. The degree of agreeability for this opinion has been seen significantly strong as 66.39 per cent of the respondents expressed their strong favorableness to this opinion. This fact has been appropriately illustrated by *Pie Chart No. 4.6*.

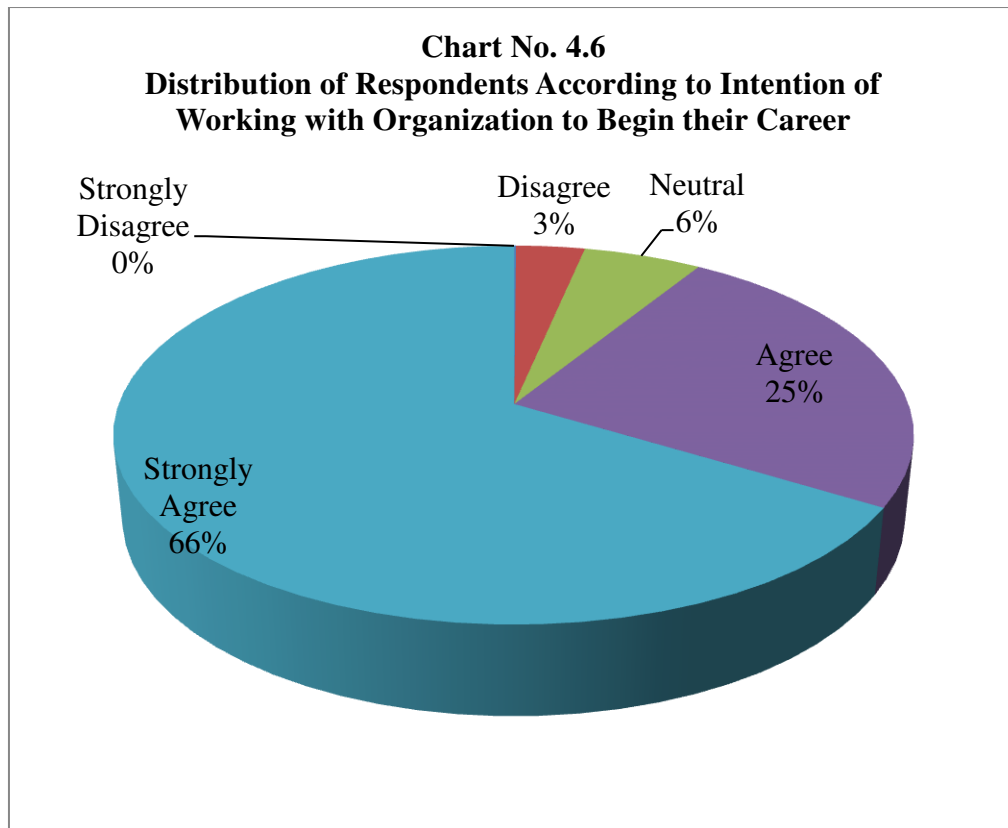
It may be noted here that, an intension to consider option of working with organized retail mall as a mere starting a career will definitely hamper possibility of high rate of retention thus will contributethe raising high an attrition rate.

**Table No. 4.9**

**Distribution of Respondents According to Intention of Working with Organization to Begin their Career  
(In Per cent)**

Sr. No.	Name of the Organization	I am working with this organization with an intention to begin my career. (In Per cent of Respondents)					
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	A	0.00%	4.17%	2.78%	33.33%	59.72%	100.00%
2	B	1.72%	5.17%	1.72%	29.31%	62.07%	100.00%
3	C	0.00%	4.84%	9.68%	19.35%	66.13%	100.00%
4	D	0.00%	4.92%	3.28%	21.31%	70.49%	100.00%
5	E	0.00%	1.52%	9.09%	18.18%	71.21%	100.00%
6	F	0.00%	3.03%	3.03%	22.73%	71.21%	100.00%
7	G	0.00%	2.99%	4.48%	19.40%	73.13%	100.00%
8	H	0.00%	4.69%	3.13%	28.13%	64.06%	100.00%
9	I	0.00%	1.61%	4.84%	22.58%	70.97%	100.00%
10	J	0.00%	0.00%	4.48%	22.39%	73.13%	100.00%
11	K	0.00%	3.28%	4.92%	22.95%	68.85%	100.00%
12	L	0.00%	2.82%	9.86%	21.13%	66.20%	100.00%
13	M	0.00%	1.49%	2.99%	19.40%	76.12%	100.00%
14	N	0.00%	1.52%	4.55%	21.21%	72.73%	100.00%
15	O	0.00%	2.86%	7.14%	31.43%	58.57%	100.00%
16	P	0.00%	6.94%	11.11%	29.17%	52.78%	100.00%
17	Q	0.00%	1.35%	6.76%	25.68%	66.22%	100.00%
18	R	0.00%	5.48%	5.48%	34.25%	54.79%	100.00%
	<b>Grand Total</b>	<b>0.08%</b>	<b>3.25%</b>	<b>5.59%</b>	<b>24.69%</b>	<b>66.39%</b>	<b>100.00%</b>
	Mean	4.5405					
	S.D.	0.7522					

**Source: Field Investigation**



An equal level of respondents (around 30 per cent) has been found neutral and not favorable to change their intension of working in present mall. Thus, put differently, around 60 per cent of respondents of organized retail malls will not found ready to change their intension of looking this job in mall ‘merely as starting point of career’ in exchange of salary and benefits concerned.

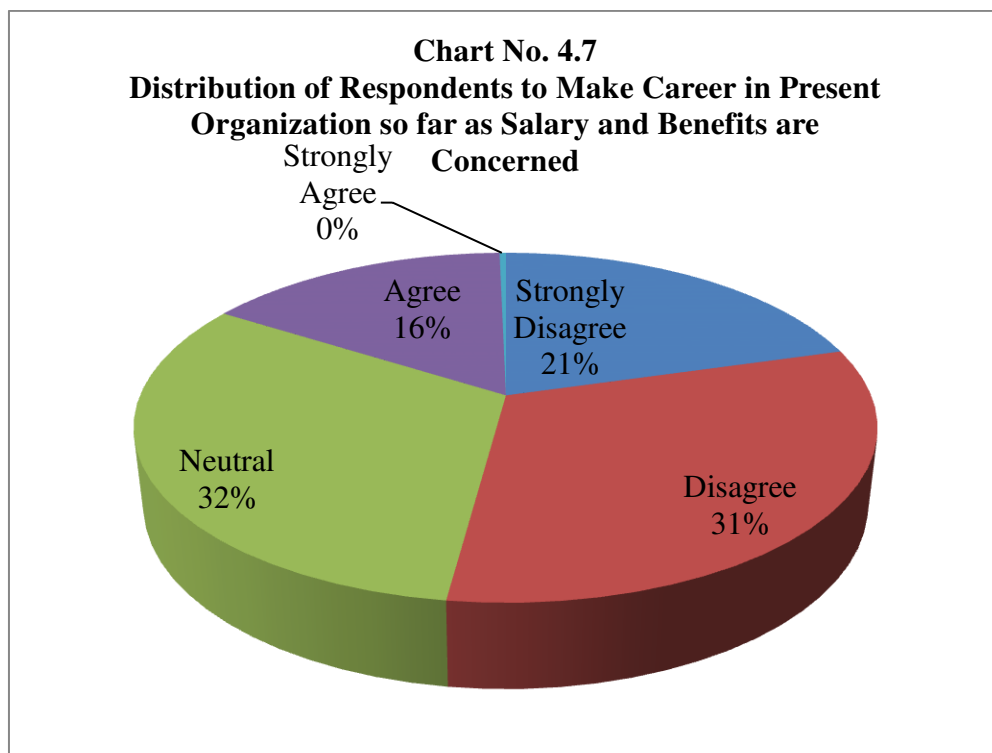
Therefore, from the *Table No. 4.10* and *Pie Chart No. 4.7*, it would be seen that salary and benefits will not remain significant factor to retain existing employees in organized retail malls.

**Table No. 4.10**  
**Distribution of Respondents to Make Career in Present Organization so far as Salary and Benefits are Concerned**  
**(In Per cent)**

S.N.	Name of the Organization	I can even make my career in this Organization so far as salary and benefits are concerned.					Grand Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
I	II	III	IV	V	VI	VII	VIII
1	A	20.83%	36.11%	29.17%	13.89%	0.00%	100.00%
2	B	18.97%	29.31%	29.31%	20.69%	1.72%	100.00%
3	C	25.81%	35.48%	25.81%	12.90%	0.00%	100.00%

4	D	24.59%	24.59%	36.07%	14.75%	0.00%	100.00%
5	E	31.82%	21.21%	31.82%	15.15%	0.00%	100.00%
6	F	18.18%	40.91%	30.30%	10.61%	0.00%	100.00%
7	G	17.91%	43.28%	25.37%	13.43%	0.00%	100.00%
8	H	18.75%	28.13%	34.38%	15.63%	3.13%	100.00%
9	I	22.58%	29.03%	32.26%	16.13%	0.00%	100.00%
10	J	14.93%	34.33%	32.84%	17.91%	0.00%	100.00%
11	K	26.23%	34.43%	26.23%	13.11%	0.00%	100.00%
12	L	18.31%	25.35%	39.44%	16.90%	0.00%	100.00%
13	M	16.42%	22.39%	46.27%	13.43%	1.49%	100.00%
14	N	24.24%	34.85%	27.27%	13.64%	0.00%	100.00%
15	O	17.14%	27.14%	34.29%	21.43%	0.00%	100.00%
16	P	22.22%	30.56%	30.56%	16.67%	0.00%	100.00%
17	Q	16.22%	32.43%	36.49%	14.86%	0.00%	100.00%
18	R	17.81%	36.99%	23.29%	21.92%	0.00%	100.00%
	<b>Grand Total</b>	<b>20.60%</b>	<b>31.53%</b>	<b>31.78%</b>	<b>15.76%</b>	<b>0.33%</b>	<b>100.00%</b>
	Mean	2.4370					
	S.D.	0.9971					

**Source: Field Investigation**



Interestingly may be noted that, around more than three fourth of the respondents do not wanted to disclose their opinion about level of satisfaction of their colleagues regarding salary and benefits. Observed mean in this regard is 3.14 which is slightly more than level of neutrality of an opinion. (See Table No. 4.11)

This, untold dissatisfaction regarding salary benefits may have impact on decision to quit the present workplace and contribute to lowering down the rate of retention. *Pie Chart No. 4.8* supports this observation appropriately.

**Table No. 4.11**  
**Distribution of Respondents regarding Opinion about Colleagues are Happy**  
**with the Salary and Benefits**  
**(In Per cent)**

S.N.	Name of the Organization	My colleagues are happy with the salary and benefits in this organization.					
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Grand Total
1	A	2.78%	6.94%	76.39%	6.94%	6.94%	100.00%
2	B	5.17%	3.45%	79.31%	6.90%	5.17%	100.00%
3	C	1.61%	3.23%	79.03%	9.68%	6.45%	100.00%
4	D	3.28%	3.28%	77.05%	8.20%	8.20%	100.00%
5	E	3.03%	4.55%	72.73%	12.12%	7.58%	100.00%
6	F	1.52%	7.58%	74.24%	9.09%	7.58%	100.00%
7	G	4.48%	7.46%	68.66%	7.46%	11.94%	100.00%
8	H	4.69%	3.13%	79.69%	7.81%	4.69%	100.00%
9	I	0.00%	1.61%	77.42%	14.52%	6.45%	100.00%
10	J	1.49%	1.49%	82.09%	8.96%	5.97%	100.00%
11	K	4.92%	8.20%	75.41%	4.92%	6.56%	100.00%
12	L	1.41%	1.41%	77.46%	14.08%	5.63%	100.00%
13	M	0.00%	2.99%	76.12%	13.43%	7.46%	100.00%
14	N	3.03%	3.03%	78.79%	9.09%	6.06%	100.00%
15	O	1.43%	2.86%	78.57%	8.57%	8.57%	100.00%
16	P	2.78%	2.78%	76.39%	12.50%	5.56%	100.00%
17	Q	0.00%	4.05%	82.43%	9.46%	4.05%	100.00%
18	R	1.37%	8.22%	75.34%	8.22%	6.85%	100.00%
	<b>Grand Total</b>	<b>2.34%</b>	<b>4.25%</b>	<b>77.06%</b>	<b>9.59%</b>	<b>6.76%</b>	<b>100.00%</b>
	Mean	3.1418					
	S.D.	0.6945					

**Source: Field Investigation**



In *Table No. 4.12* and *Chart No. 4.9* an effort has been made to quantify and tabulate the opinions of the respondents regarding appropriateness of the promotion policy, incentives and financial benefits. These are the variables which may be considered along with the salary and benefits at the time of decision to quit. Thus, naturally, it remains important to investigate into these variables at the same time. It would be seen from the *Table No. 4.12* that majority of the respondents (64.22 per cent to be exact) found having unfavorable opinion about these variables. Although, 34.03 per cent respondents observed favorable to the appropriateness and attractiveness for the promotion policy, incentives and financial benefits offered in the organized retail malls.

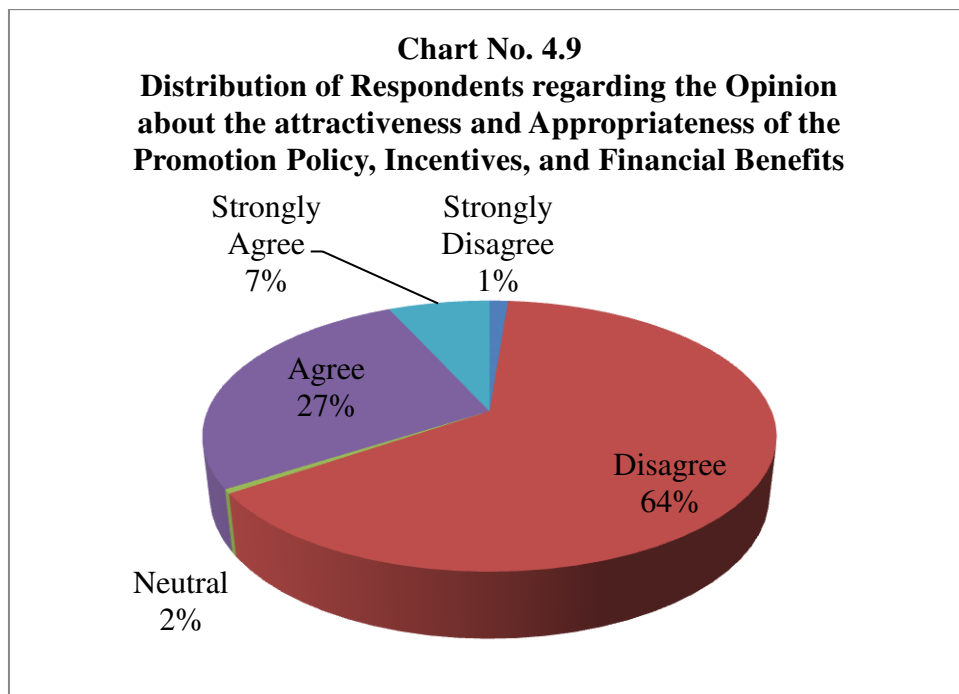
Ultimately, it may be pointed out here that promotion policy, incentives and financial benefits are the variables which are relative to the salary and pay packages and thus has a impact on attrition phenomena.

**Table No. 4.12**  
**Distribution of Respondents regarding the Opinion about the attractiveness and Appropriateness of the Promotion Policy, Incentives, and Financial Benefits**  
**(In Per cent)**

S.N.	Name of the Organization	The policy regarding promotion, incentives and other financial benefits is attractive and appropriate in this organization.					Grand Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
I	II	III	IV	V	VI	VII	VIII
1	A	0.00%	69.44%	1.39%	25.00%	4.17%	100.00%

2	B	1.72%	70.69%	0.00%	24.14%	3.45%	100.00%
3	C	0.00%	56.45%	3.23%	32.26%	8.06%	100.00%
4	D	1.64%	68.85%	1.64%	21.31%	6.56%	100.00%
5	E	4.55%	60.61%	0.00%	27.27%	7.58%	100.00%
6	F	3.03%	60.61%	0.00%	27.27%	9.09%	100.00%
7	G	1.49%	61.19%	0.00%	31.34%	5.97%	100.00%
8	H	0.00%	71.88%	1.56%	20.31%	6.25%	100.00%
9	I	1.61%	69.35%	0.00%	20.97%	8.06%	100.00%
10	J	0.00%	62.69%	0.00%	29.85%	7.46%	100.00%
11	K	3.28%	67.21%	0.00%	21.31%	8.20%	100.00%
12	L	1.41%	59.15%	0.00%	30.99%	8.45%	100.00%
13	M	0.00%	73.13%	0.00%	22.39%	4.48%	100.00%
14	N	0.00%	48.48%	0.00%	45.45%	6.06%	100.00%
15	O	1.43%	62.86%	0.00%	31.43%	4.29%	100.00%
16	P	0.00%	68.06%	1.39%	23.61%	6.94%	100.00%
17	Q	0.00%	66.22%	0.00%	24.32%	9.46%	100.00%
18	R	2.74%	60.27%	0.00%	28.77%	8.22%	100.00%
	<b>Grand Total</b>	<b>1.25%</b>	<b>64.22%</b>	<b>0.50%</b>	<b>27.19%</b>	<b>6.84%</b>	<b>100.00%</b>
	Mean	2.7415					
	S.D.	1.0825					

Source: Field Investigation



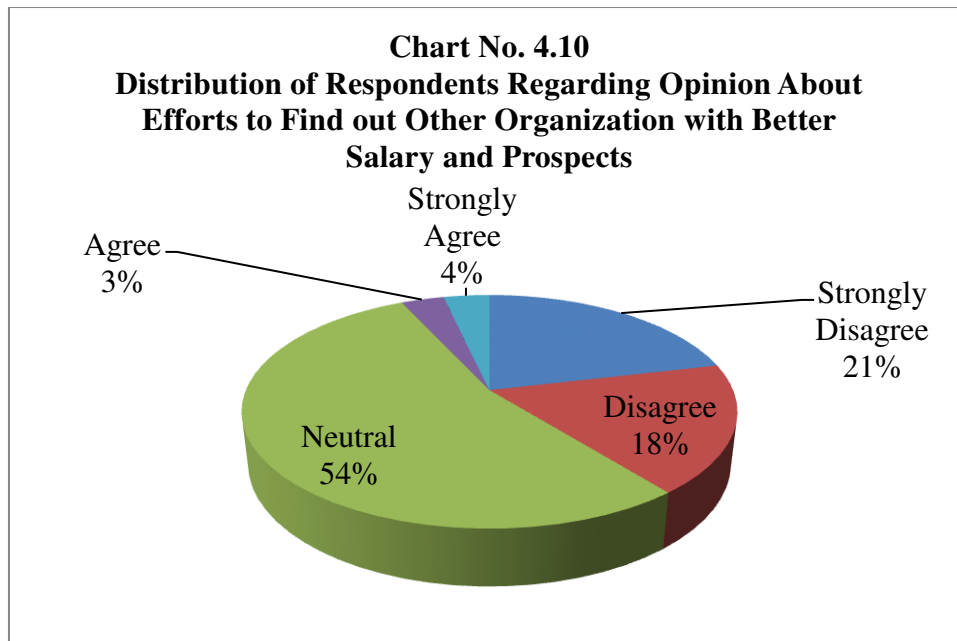
The behavior of job search also looked into and investigated based on the quantified responses from sampled employees. From *Table No. 4.13* and *Pie Chart No. 4.10*, it would be seen therefore that, 53.88 per cent of the respondents remained undisclosed regarding their opinion about job search behavior. And 39 per cent of the

respondents clearly show that they are not seeking any alternate job. This kind of employees may contribute to lowering down the attrition rate.

**Table No. 4.13**  
**Distribution of Respondents Regarding Opinion about Efforts to Find out Other**  
**Organization with Better Salary and Prospects**  
**(In Per cent)**

S.N.	Name of the Organization	I feel that I need to try for getting better salary and benefits in other Organization for my better prospects.					
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	A	22.22%	22.22%	50.00%	1.39%	4.17%	100.00%
2	B	17.24%	20.69%	50.00%	6.90%	5.17%	100.00%
3	C	24.19%	22.58%	50.00%	1.61%	1.61%	100.00%
4	D	21.31%	14.75%	52.46%	4.92%	6.56%	100.00%
5	E	16.67%	15.15%	59.09%	6.06%	3.03%	100.00%
6	F	19.70%	16.67%	56.06%	1.52%	6.06%	100.00%
7	G	20.90%	11.94%	64.18%	1.49%	1.49%	100.00%
8	H	21.88%	21.88%	48.44%	1.56%	6.25%	100.00%
9	I	24.19%	20.97%	48.39%	3.23%	3.23%	100.00%
10	J	26.87%	19.40%	47.76%	5.97%	0.00%	100.00%
11	K	19.67%	16.39%	60.66%	1.64%	1.64%	100.00%
12	L	21.13%	16.90%	56.34%	1.41%	4.23%	100.00%
13	M	23.88%	17.91%	49.25%	2.99%	5.97%	100.00%
14	N	21.21%	9.09%	65.15%	1.52%	3.03%	100.00%
15	O	24.29%	18.57%	42.86%	7.14%	7.14%	100.00%
16	P	20.83%	22.22%	51.39%	4.17%	1.39%	100.00%
17	Q	16.22%	18.92%	59.46%	2.70%	2.70%	100.00%
18	R	21.92%	15.07%	57.53%	4.11%	1.37%	100.00%
	<b>Grand Total</b>	<b>21.35%</b>	<b>17.85%</b>	<b>53.88%</b>	<b>3.34%</b>	<b>3.59%</b>	<b>100.00%</b>
	Mean	2.4996					
	S.D.	0.9797					

**Source: Field Investigation**



In a summary, it may be pointed out that salary and other related variables discussed in this section-(b) have their joint impact in determining the decision to quit. But their independent impact on the attrition rate needs further investigation.

**Section-(c):**

**Working Conditions**

In this section investigation regarding opinions of respondents about working conditions has been presented. In this view of matter, six variables have been considered, identified, quantified and presented, namely; infrastructure; layout; appropriate lightning; suitable ventilation; tools and equipment provided; health and safety measures.

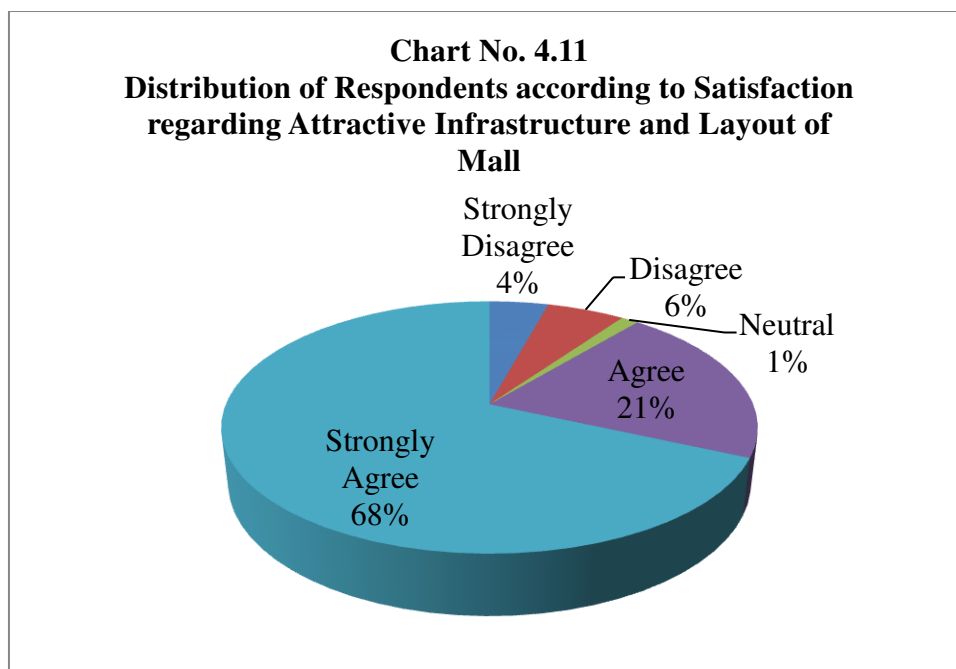
The attractiveness of infrastructure and layout of the organized retail mall makes employees happy to work with. This aspect has been presented with the help of *Table No. 4.14* and appropriately illustrated by the *Pie Chart No. 4.11*. It would be seen that 88.90 per cent of the respondents says that they feel joyous to work because of an attractive infrastructure and layout. The fact is stood unchanged across all malls with negligible differences.



**Table No. 4.14**  
**Distribution of Respondents according to Satisfaction regarding Attractive**  
**Infrastructure and Layout of Mall**  
**(In Per cent)**

S.N.	Name of the Organization	The attractive infrastructure and layout of the Organized Retail Mall makes me happy to work with.					
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	A	4.17%	9.72%	0.00%	15.28%	70.83%	100.00%
2	B	5.17%	5.17%	3.45%	13.79%	72.41%	100.00%
3	C	4.84%	6.45%	1.61%	27.42%	59.68%	100.00%
4	D	3.28%	6.56%	3.28%	16.39%	70.49%	100.00%
5	E	6.06%	6.06%	3.03%	25.76%	59.09%	100.00%
6	F	6.06%	3.03%	1.52%	24.24%	65.15%	100.00%
7	G	5.97%	1.49%	0.00%	22.39%	70.15%	100.00%
8	H	3.13%	9.38%	1.56%	15.63%	70.31%	100.00%
9	I	4.84%	4.84%	1.61%	19.35%	69.35%	100.00%
10	J	1.49%	5.97%	0.00%	22.39%	70.15%	100.00%
11	K	6.56%	3.28%	1.64%	29.51%	59.02%	100.00%
12	L	2.82%	2.82%	1.41%	25.35%	67.61%	100.00%
13	M	4.48%	2.99%	2.99%	19.40%	70.15%	100.00%
14	N	1.52%	6.06%	0.00%	18.18%	74.24%	100.00%
15	O	4.29%	11.43%	1.43%	15.71%	67.14%	100.00%
16	P	5.56%	4.17%	0.00%	20.83%	69.44%	100.00%
17	Q	5.41%	4.05%	0.00%	18.92%	71.62%	100.00%
18	R	1.37%	6.85%	0.00%	20.55%	71.23%	100.00%
	<b>Grand Total</b>	<b>4.25%</b>	<b>5.59%</b>	<b>1.25%</b>	<b>20.60%</b>	<b>68.31%</b>	<b>100.00%</b>
	Mean	4.4312					
	S.D.	1.0568					

**Source: Field Investigation**



Good lightning followed by the working conditions have found contributing factor to feel pleasant at the work place. In organized retail malls more than 90 per cent of the respondents observed supporting this fact. The quantified favorable responses have been tabulated with the help of *Table No. 4.15* and appropriately illustrated by *Pie Chart 4.12*.

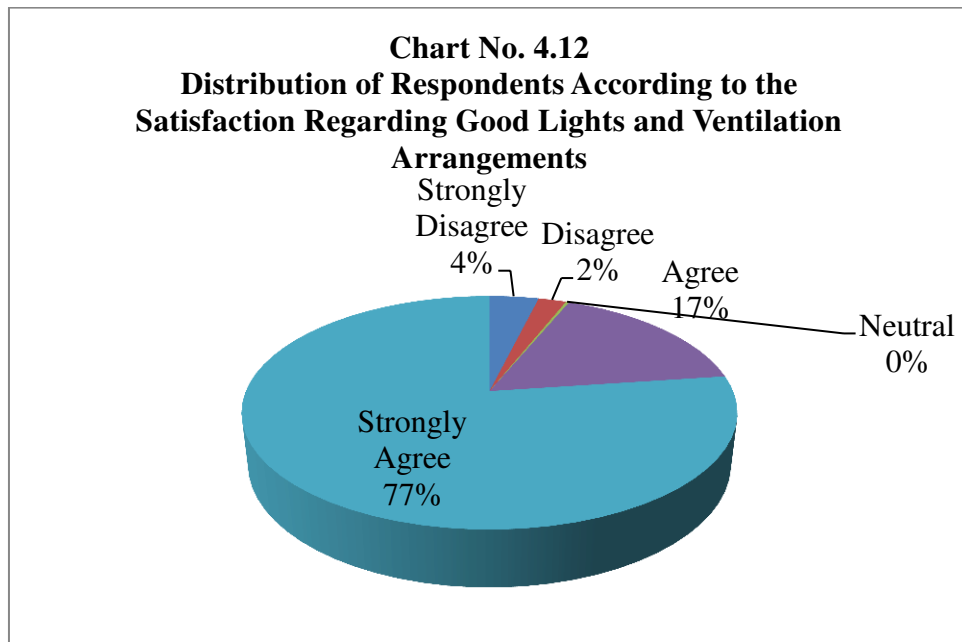
It must be pointed out that pleasant work atmosphere is the significant factor of favorable working condition contributing to raising job satisfaction at the individual level and at the group level it help to raise employees' morale. All these parameters are necessary in consideration while determining appropriate policy measures to lowering down attrition rate.

**Table No. 4.15**  
**Distribution of Respondents According to the Satisfaction Regarding Good Lights and Ventilation Arrangements**  
**(In Per cent)**

S.N.	Name of the Organization	The good lighting and ventilation arrangements create pleasant work atmosphere.					Grand Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
I	II	III	IV	V	VI	VII	VIII
1	A	2.78%	2.78%	1.39%	15.28%	77.78%	100.00%
2	B	3.45%	0.00%	0.00%	27.59%	68.97%	100.00%
3	C	4.84%	3.23%	0.00%	9.68%	82.26%	100.00%
4	D	4.92%	3.28%	1.64%	26.23%	63.93%	100.00%
5	E	3.03%	0.00%	0.00%	19.70%	77.27%	100.00%

6	F	1.52%	3.03%	0.00%	19.70%	75.76%	100.00%
7	G	5.97%	1.49%	0.00%	22.39%	70.15%	100.00%
8	H	6.25%	4.69%	0.00%	12.50%	76.56%	100.00%
9	I	3.23%	3.23%	0.00%	9.68%	83.87%	100.00%
10	J	0.00%	0.00%	1.49%	14.93%	83.58%	100.00%
11	K	4.92%	3.28%	0.00%	22.95%	68.85%	100.00%
12	L	4.23%	1.41%	0.00%	9.86%	84.51%	100.00%
13	M	1.49%	1.49%	0.00%	17.91%	79.10%	100.00%
14	N	1.52%	1.52%	0.00%	10.61%	86.36%	100.00%
15	O	5.71%	4.29%	0.00%	12.86%	77.14%	100.00%
16	P	4.17%	2.78%	0.00%	18.06%	75.00%	100.00%
17	Q	4.05%	0.00%	0.00%	17.57%	78.38%	100.00%
18	R	6.85%	2.74%	0.00%	13.70%	76.71%	100.00%
	<b>Grand Total</b>	<b>3.84%</b>	<b>2.17%</b>	<b>0.25%</b>	<b>16.60%</b>	<b>77.15%</b>	<b>100.00%</b>
	Mean	4.6105					
	S.D.	0.9132					

Source: Field Investigation

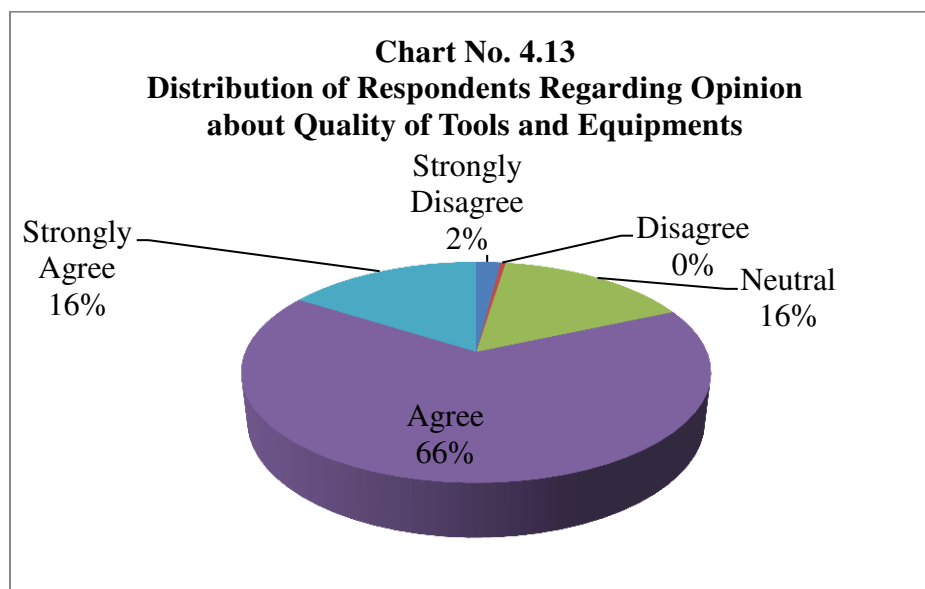


Timely supply of tools and equipments with desired quality will also make a difference while deciding job shift. From the *Table No. 4.16* and *Pie Chart No. 4.13*, it would be seen that, 81.56 per cent respondents from the organized retail malls suggest that they get the desired tools and equipments with an excellent quality standard. An observed mean for this parameters stands at 3.93 which leads to satisfaction favorableness of the responses with acceptable degree of deviation, accounted for 0.7161.

**Table No. 4.16**  
**Distribution of Respondents Regarding Opinion about Quality of Tools and Equipment**  
**(In Per cent)**

S.N.	Name of the Organization	I feel the tools and equipment provided in this organization are of excellent quality.					
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	A	2.78%	1.39%	9.72%	73.61%	12.50%	100.00%
2	B	3.45%	1.72%	8.62%	75.86%	10.34%	100.00%
3	C	0.00%	0.00%	16.13%	62.90%	20.97%	100.00%
4	D	0.00%	0.00%	14.75%	68.85%	16.39%	100.00%
5	E	3.03%	0.00%	12.12%	69.70%	15.15%	100.00%
6	F	1.52%	1.52%	16.67%	62.12%	18.18%	100.00%
7	G	2.99%	1.49%	11.94%	64.18%	19.40%	100.00%
8	H	1.56%	1.56%	14.06%	67.19%	15.63%	100.00%
9	I	3.23%	0.00%	19.35%	61.29%	16.13%	100.00%
10	J	2.99%	0.00%	20.90%	62.69%	13.43%	100.00%
11	K	0.00%	0.00%	11.48%	73.77%	14.75%	100.00%
12	L	2.82%	0.00%	22.54%	57.75%	16.90%	100.00%
13	M	2.99%	0.00%	20.90%	53.73%	22.39%	100.00%
14	N	3.03%	0.00%	13.64%	65.15%	18.18%	100.00%
15	O	0.00%	0.00%	15.71%	68.57%	15.71%	100.00%
16	P	2.78%	0.00%	16.67%	63.89%	16.67%	100.00%
17	Q	2.70%	0.00%	22.97%	63.51%	10.81%	100.00%
18	R	0.00%	0.00%	17.81%	67.12%	15.07%	100.00%
	<b>Grand Total</b>	<b>2.00%</b>	<b>0.42%</b>	<b>16.01%</b>	<b>65.55%</b>	<b>16.01%</b>	<b>100.00%</b>
	Mean	3.9316					
	S.D.	0.7161					

Source: Field Investigation



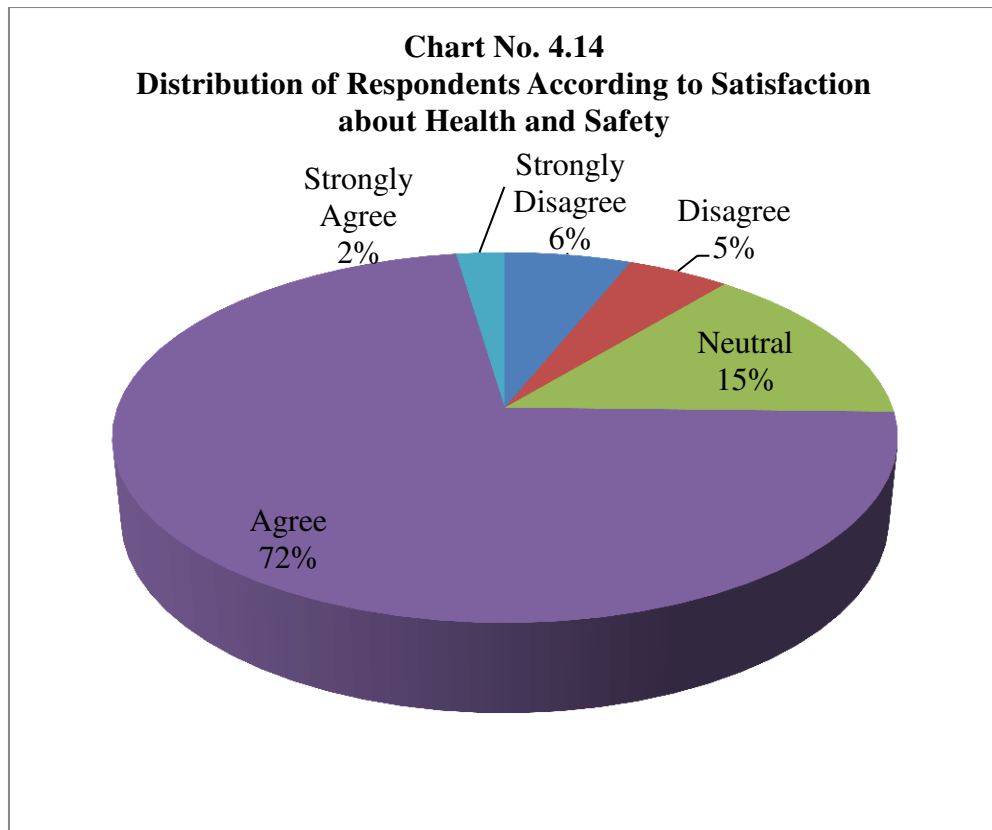
Provision of health and safety measures is the most important responsibility of any employer. Therefore, keeping in mind the significance of this parameter, an effort has been made to investigate properness of these facilities in organized retail malls. Thus, with the help of *Table No. 4.17* and *Pie Chart No. 4.14* quantified responses have been tabulated and presented. In this view of matter, naturally, it is to be noted here that, slightly less than three fourth of the respondents (74.65 per cent to be exact) shows the feelings that proper care of health and safety is taken in the organized retail malls.

Thus, it will be important to mention here that, proper care has been taken to the extent of expectation of most employees regarding health and safety.

**Table No. 4.17**  
**Distribution of Respondents According to Satisfaction about Health and Safety**  
**(In Per cent)**

S.N.	Name of the Organization	I feel that proper care of health and safety is taken in this organization.					
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	A	6.94%	4.17%	16.67%	70.83%	1.39%	100.00%
2	B	6.90%	5.17%	8.62%	75.86%	3.45%	100.00%
3	C	4.84%	4.84%	17.74%	69.35%	3.23%	100.00%
4	D	3.28%	6.56%	13.11%	75.41%	1.64%	100.00%
5	E	4.55%	6.06%	13.64%	71.21%	4.55%	100.00%
6	F	1.52%	6.06%	9.09%	77.27%	6.06%	100.00%
7	G	8.96%	1.49%	11.94%	76.12%	1.49%	100.00%
8	H	4.69%	9.38%	12.50%	73.44%	0.00%	100.00%
9	I	6.45%	6.45%	16.13%	69.35%	1.61%	100.00%
10	J	8.96%	7.46%	14.93%	68.66%	0.00%	100.00%
11	K	3.28%	4.92%	14.75%	70.49%	6.56%	100.00%
12	L	5.63%	2.82%	16.90%	73.24%	1.41%	100.00%
13	M	4.48%	5.97%	16.42%	73.13%	0.00%	100.00%
14	N	9.09%	3.03%	13.64%	69.70%	4.55%	100.00%
15	O	8.57%	5.71%	17.14%	65.71%	2.86%	100.00%
16	P	5.56%	4.17%	16.67%	73.61%	0.00%	100.00%
17	Q	6.76%	2.70%	17.57%	72.97%	0.00%	100.00%
18	R	8.22%	2.74%	9.59%	75.34%	4.11%	100.00%
	<b>Grand Total</b>	<b>6.09%</b>	<b>4.92%</b>	<b>14.35%</b>	<b>72.31%</b>	<b>2.34%</b>	<b>100.00%</b>
	Mean	3.5988					
	S.D.	0.8668					

**Source: Field Investigation**



All the parameters discussed in the above section are the variables of working conditions as a whole. Thus, to quantify overall status of satisfaction regarding working conditions in organized retail mall *Table No. 4.18* and *Pie Chart No. 4.15* has been presented.

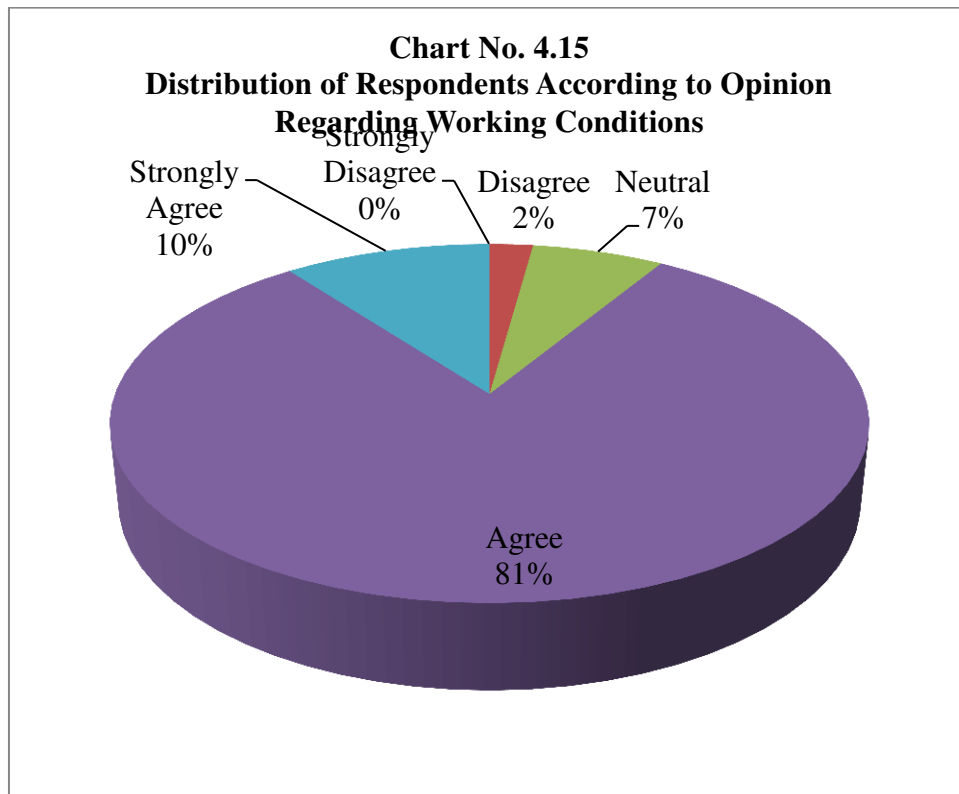
It would be seen from the table that more than 90 per cent of the respondents stated their favorableness for overall working conditions observed at the organized retail malls.

**Table No. 4.18**  
**Distribution of Respondents According to Opinion Regarding Working Conditions**  
**(In Per cent)**

S.N.	Name of the Organization	According to me, the working conditions in organization are far better than any other Organization.					Grand Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
I	II	III	IV	V	VI	VII	VIII
1	A	0.00%	1.39%	9.72%	77.78%	11.11%	100.00%
2	B	0.00%	5.17%	6.90%	86.21%	1.72%	100.00%
3	C	0.00%	0.00%	8.06%	79.03%	12.90%	100.00%
4	D	0.00%	3.28%	8.20%	77.05%	11.48%	100.00%
5	E	0.00%	4.55%	4.55%	80.30%	10.61%	100.00%

6	F	0.00%	0.00%	10.61%	78.79%	10.61%	100.00%
7	G	0.00%	1.49%	2.99%	89.55%	5.97%	100.00%
8	H	0.00%	1.56%	6.25%	82.81%	9.38%	100.00%
9	I	0.00%	1.61%	4.84%	80.65%	12.90%	100.00%
10	J	0.00%	4.48%	8.96%	76.12%	10.45%	100.00%
11	K	0.00%	0.00%	4.92%	88.52%	6.56%	100.00%
12	L	0.00%	1.41%	2.82%	81.69%	14.08%	100.00%
13	M	0.00%	2.99%	4.48%	79.10%	13.43%	100.00%
14	N	0.00%	0.00%	7.58%	84.85%	7.58%	100.00%
15	O	0.00%	4.29%	10.00%	75.71%	10.00%	100.00%
16	P	0.00%	2.78%	4.17%	77.78%	15.28%	100.00%
17	Q	0.00%	2.70%	10.81%	74.32%	12.16%	100.00%
18	R	0.00%	1.37%	2.74%	87.67%	8.22%	100.00%
	<b>Grand Total</b>	<b>0.00%</b>	<b>2.17%</b>	<b>6.59%</b>	<b>80.90%</b>	<b>10.34%</b>	<b>100.00%</b>
	Mean	3.9725					
	S.D.	0.6033					

**Source: Field Investigation**



In a services sector such as organized retail mall, attrition rate has been observed at the higher level. In spite of this fact, at the very outset, and with the reference made to this present section, it may be noted that, level of satisfaction regarding working conditions observed in the organized retail mall is quit satisfactory and acceptable by the majority of the employees.



## Section-(d):

### Career Growth

There are several dimensions to the concept of career growth. Every individual employee working in any establishment may be retained if prospect of future career growth will be assured in the workplace. Hierarchical career opportunity is said to be as a potential for the promotion and the backbone of this potential is sound and transparent promotion policy of the employer. Again some authors argue to include factor of personal growth in the dynamics of career growth. All these factors along with other parameters have been investigated, tabulated and interpreted in this section.

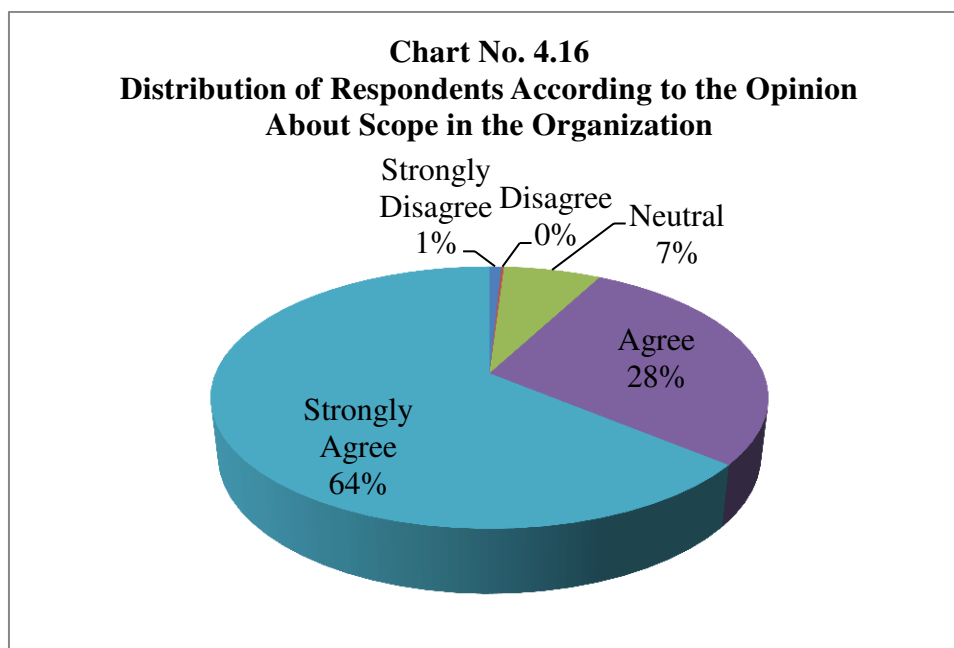
In the *Table No. 4.19* and *Pie Chart No. 4.16* more than 90 per cent of respondents agree with the fact that the mall in which they are working presently has a great scope to build a career. This assumption be majority of the employees provide circumstances to lowering down the attrition rate. And in this view of matter, no any elaborate explanation needs to be call up on.

**Table No. 4.19**  
**Distribution of Respondents According to the Opinion about Scope in the**  
**Organization**  
**(In Per cent)**

S.N.	Name of the Organization	There is a great scope to build career in this organization.					Grand Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
I	II	III	IV	V	VI	VII	VIII
1	A	1.39%	0.00%	4.17%	27.78%	66.67%	100.00%
2	B	3.45%	1.72%	5.17%	17.24%	72.41%	100.00%
3	C	0.00%	0.00%	4.84%	29.03%	66.13%	100.00%
4	D	0.00%	0.00%	6.56%	29.51%	63.93%	100.00%
5	E	1.52%	0.00%	6.06%	24.24%	68.18%	100.00%
6	F	1.52%	0.00%	4.55%	27.27%	66.67%	100.00%
7	G	1.49%	0.00%	4.48%	26.87%	67.16%	100.00%
8	H	1.56%	0.00%	6.25%	18.75%	73.44%	100.00%
9	I	0.00%	0.00%	3.23%	37.10%	59.68%	100.00%
10	J	1.49%	1.49%	7.46%	34.33%	55.22%	100.00%
11	K	0.00%	0.00%	0.00%	27.87%	72.13%	100.00%
12	L	0.00%	0.00%	11.27%	38.03%	50.70%	100.00%
13	M	1.49%	0.00%	7.46%	29.85%	61.19%	100.00%
14	N	1.52%	0.00%	7.58%	30.30%	60.61%	100.00%
15	O	0.00%	0.00%	11.43%	27.14%	61.43%	100.00%
16	P	0.00%	0.00%	8.33%	23.61%	68.06%	100.00%
17	Q	0.00%	0.00%	9.46%	32.43%	58.11%	100.00%

18	R	0.00%	0.00%	10.96%	26.03%	63.01%	100.00%
	<b>Grand Total</b>	<b>0.83%</b>	<b>0.17%</b>	<b>6.76%</b>	<b>28.27%</b>	<b>63.97%</b>	<b>100.00%</b>
	Mean	4.5438					
	S.D.	0.7026					

Source: Field Investigation



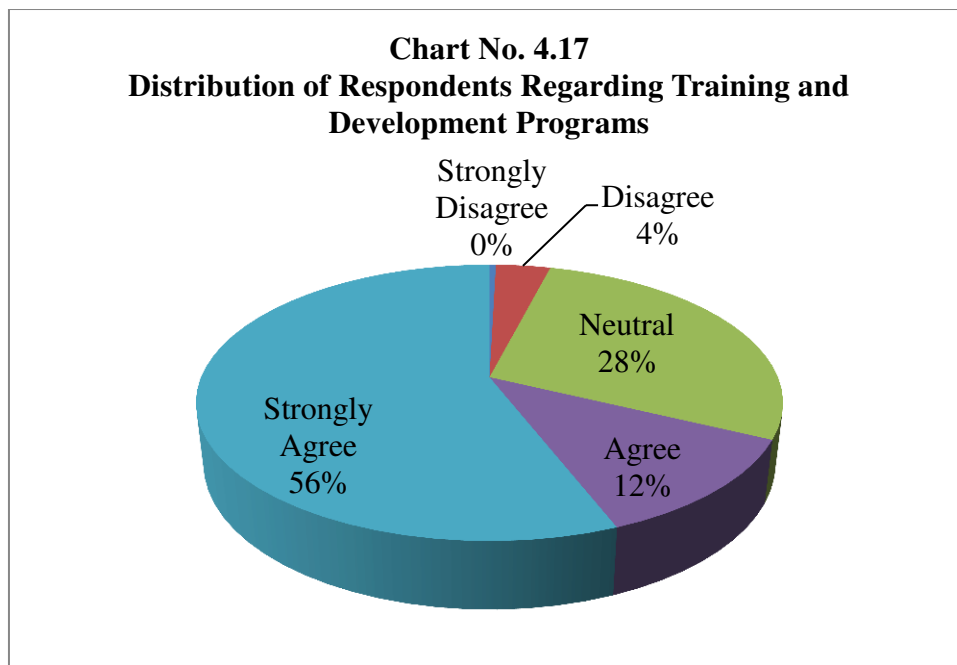
Career growth is related to the personal and professional growth of the individual employees. This growth is mostly regarded in terms of developed professional and soft skills during the career span. Therefore, assessment has been made to investigate current status of delivery of valuable training and development programs in the organized retail malls. Approximately 67.89 per cent of the respondents agree that valuable training and development programs have been provided for professional and personal career enhancement in the retail malls. This fact has been presented in the *Table No. 4.20* and appropriately illustrated with the help of *Pie Chart No. 4.17*.

**Table No. 4.20**  
**Distribution of Respondents Regarding Training and Development Programs (In Per cent)**

S.N.	Name of the Organization	Valuable training and development programs in this organization bring about personal and professional development of the employees.					
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	A	1.39%	1.39%	27.78%	16.67%	52.78%	100.00%
2	B	0.00%	3.45%	27.59%	8.62%	60.34%	100.00%

3	C	0.00%	3.23%	40.32%	11.29%	45.16%	100.00%
4	D	0.00%	4.92%	22.95%	14.75%	57.38%	100.00%
5	E	0.00%	3.03%	25.76%	9.09%	62.12%	100.00%
6	F	0.00%	7.58%	34.85%	7.58%	50.00%	100.00%
7	G	0.00%	0.00%	28.36%	7.46%	64.18%	100.00%
8	H	0.00%	3.13%	34.38%	9.38%	53.13%	100.00%
9	I	1.61%	6.45%	19.35%	11.29%	61.29%	100.00%
10	J	0.00%	7.46%	13.43%	19.40%	59.70%	100.00%
11	K	0.00%	3.28%	34.43%	9.84%	52.46%	100.00%
12	L	1.41%	2.82%	29.58%	14.08%	52.11%	100.00%
13	M	0.00%	4.48%	23.88%	7.46%	64.18%	100.00%
14	N	0.00%	3.03%	21.21%	13.64%	62.12%	100.00%
15	O	0.00%	2.86%	30.00%	10.00%	57.14%	100.00%
16	P	1.39%	2.78%	31.94%	18.06%	45.83%	100.00%
17	Q	1.35%	4.05%	24.32%	13.51%	56.76%	100.00%
18	R	0.00%	1.37%	35.62%	10.96%	52.05%	100.00%
	<b>Grand Total</b>	<b>0.42%</b>	<b>3.59%</b>	<b>28.11%</b>	<b>11.93%</b>	<b>55.96%</b>	<b>100.00%</b>
	Mean	4.1943					
	S.D.	0.9923					

Source: Field Investigation



Indirect benefit of the attrition in higher level of hierarchy is that, it will create vacancies and subordinate employees may treat this attrition as an opportunity for their career growth.

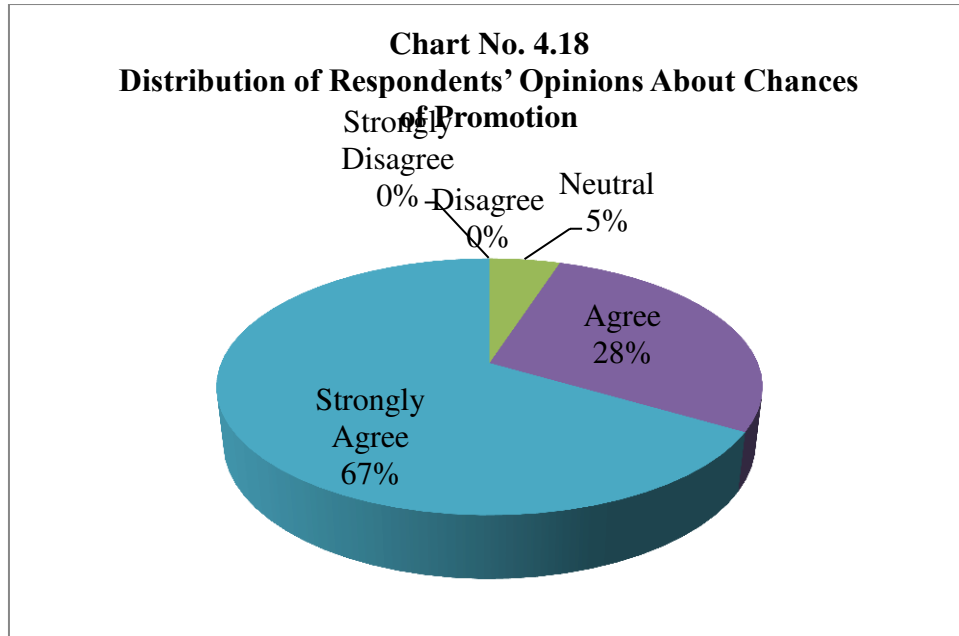
In *Table No. 4.21* and *Pie Chart No. 4.18*, almost 95 per cent respondents stated that, as a fast growing organization there are chances of getting promotions

faster than other organization. It may be noted here that, high level of attrition may also be the factor to create chances of promotion in the organized retail malls.

**Table No. 4.21**  
**Distribution of Respondents' Opinions About Chances of Promotion**  
**(In Per cent)**

S.N.	Name of the Organization	Being a fast growing Organization there are chances of getting promotions faster than other Organizations.					
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	A	0.00%	0.00%	6.94%	30.56%	62.50%	100.00%
2	B	0.00%	0.00%	5.17%	17.24%	77.59%	100.00%
3	C	0.00%	0.00%	4.84%	30.65%	64.52%	100.00%
4	D	0.00%	0.00%	6.56%	34.43%	59.02%	100.00%
5	E	0.00%	0.00%	6.06%	24.24%	69.70%	100.00%
6	F	0.00%	0.00%	1.52%	31.82%	66.67%	100.00%
7	G	0.00%	0.00%	7.46%	26.87%	65.67%	100.00%
8	H	0.00%	0.00%	6.25%	35.94%	57.81%	100.00%
9	I	0.00%	0.00%	6.45%	30.65%	62.90%	100.00%
10	J	0.00%	0.00%	7.46%	20.90%	71.64%	100.00%
11	K	0.00%	0.00%	6.56%	29.51%	63.93%	100.00%
12	L	0.00%	0.00%	7.04%	23.94%	69.01%	100.00%
13	M	0.00%	0.00%	7.46%	23.88%	68.66%	100.00%
14	N	0.00%	0.00%	6.06%	25.76%	68.18%	100.00%
15	O	0.00%	0.00%	2.86%	34.29%	62.86%	100.00%
16	P	0.00%	0.00%	0.00%	31.94%	68.06%	100.00%
17	Q	0.00%	0.00%	0.00%	25.68%	74.32%	100.00%
18	R	0.00%	0.00%	2.74%	32.88%	64.38%	100.00%
	<b>Grand Total</b>	<b>0.00%</b>	<b>0.00%</b>	<b>5.00%</b>	<b>28.44%</b>	<b>66.56%</b>	<b>100.00%</b>
	Mean	4.6155					
	S.D.	0.5805					

**Source: Field Investigation**



As stated earlier organized retail malls are the growing entities in the current economies. This growth has a potential to create more vacancies and chances to promote existing staff. The bottleneck may be considered to get promoted for the existing workers are system of performance appraisal implemented in the organization by the management. With the reference made to the Table No. 4.22 and Pie Chart 4.19, it would be seen that, more than 90 per cent of respondents have been agree that, in organized retail malls guaranteed career progress assured for the efficient and loyal employees through implementation of performance based reward systems.

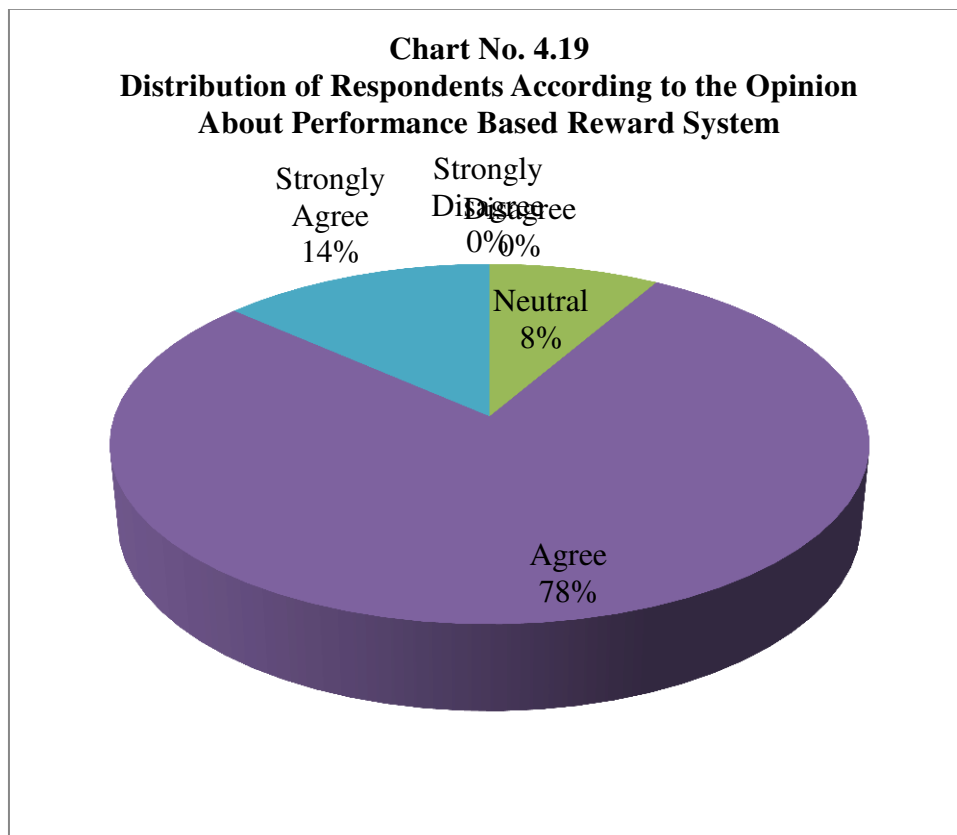
Performance based reward system is the most reliable appraisal systems in the view of mall employees. This assurance towards management will support high rate of retention in the organized retail malls.

**Table No. 4.22**  
**Distribution of Respondents According to the Opinion about Performance Based Reward System**  
**(In Per cent)**

S.N.	Name of the Organization	Performance Based Reward System enables guaranteed career progress of efficient and loyal employee in this organization.					Grand Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
I	II	III	IV	V	VI	VII	VIII
1	A	0.00%	0.00%	12.50%	72.22%	15.28%	100.00%
2	B	0.00%	0.00%	5.17%	75.86%	18.97%	100.00%
3	C	0.00%	0.00%	9.68%	79.03%	11.29%	100.00%

4	D	0.00%	0.00%	6.56%	78.69%	14.75%	100.00%
5	E	0.00%	0.00%	13.64%	69.70%	16.67%	100.00%
6	F	0.00%	0.00%	10.61%	72.73%	16.67%	100.00%
7	G	0.00%	0.00%	4.48%	86.57%	8.96%	100.00%
8	H	0.00%	0.00%	3.13%	84.38%	12.50%	100.00%
9	I	0.00%	0.00%	4.84%	79.03%	16.13%	100.00%
10	J	0.00%	0.00%	8.96%	76.12%	14.93%	100.00%
11	K	0.00%	0.00%	4.92%	85.25%	9.84%	100.00%
12	L	0.00%	0.00%	11.27%	78.87%	9.86%	100.00%
13	M	0.00%	0.00%	7.46%	79.10%	13.43%	100.00%
14	N	0.00%	0.00%	12.12%	77.27%	10.61%	100.00%
15	O	0.00%	0.00%	4.29%	80.00%	15.71%	100.00%
16	P	0.00%	0.00%	12.50%	70.83%	16.67%	100.00%
17	Q	0.00%	0.00%	12.16%	81.08%	6.76%	100.00%
18	R	0.00%	0.00%	5.48%	79.45%	15.07%	100.00%
	<b>Grand Total</b>	<b>0.00%</b>	<b>0.00%</b>	<b>8.42%</b>	<b>78.07%</b>	<b>13.51%</b>	<b>100.00%</b>
	Mean	4.0509					
	S.D.	0.4658					

Source: Field Investigation



Not only promotion possibilities are higher in the malls but also, employment and career opportunities are also at greater scale in this sector. Comparative perspective of these greater opportunities have been presented in the *Table No. 4.23* and appropriately illustrated with help of *Pie Chart No. 4.20*. It would be seen from

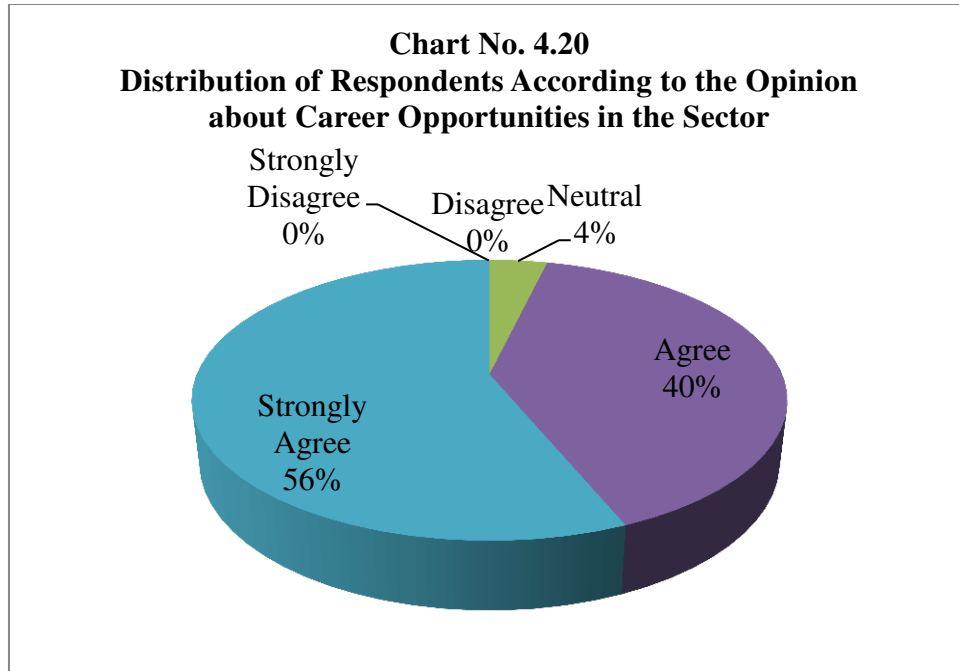
the table that, there is no single respondent has been responded in negative manner to this fact. Moreover, 96 per cent of the respondents stated that employment or career opportunities in retail mall sector are considerably more than any other sector.

Accordingly, it may be pointed out that, these increasing opportunities may stimulate the employees to keep hopping from one mall to another and keep attrition rate at higher level.

**Table No. 4.23**  
**Distribution of Respondents According to the Opinion about Career Opportunities in the Sector**  
**(In Per cent)**

S.N.	Name of the Organization	The employment or career opportunities in this sector are considerably more than any other sector.					
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	A	0.00%	0.00%	8.33%	41.67%	50.00%	100.00%
2	B	0.00%	0.00%	3.45%	39.66%	56.90%	100.00%
3	C	0.00%	0.00%	4.84%	37.10%	58.06%	100.00%
4	D	0.00%	0.00%	6.56%	37.70%	55.74%	100.00%
5	E	0.00%	0.00%	3.03%	43.94%	53.03%	100.00%
6	F	0.00%	0.00%	6.06%	45.45%	48.48%	100.00%
7	G	0.00%	0.00%	1.49%	31.34%	67.16%	100.00%
8	H	0.00%	0.00%	4.69%	50.00%	45.31%	100.00%
9	I	0.00%	0.00%	1.61%	45.16%	53.23%	100.00%
10	J	0.00%	0.00%	2.99%	41.79%	55.22%	100.00%
11	K	0.00%	0.00%	6.56%	27.87%	65.57%	100.00%
12	L	0.00%	0.00%	1.41%	47.89%	50.70%	100.00%
13	M	0.00%	0.00%	1.49%	44.78%	53.73%	100.00%
14	N	0.00%	0.00%	1.52%	37.88%	60.61%	100.00%
15	O	0.00%	0.00%	7.14%	38.57%	54.29%	100.00%
16	P	0.00%	0.00%	2.78%	40.28%	56.94%	100.00%
17	Q	0.00%	0.00%	1.35%	32.43%	66.22%	100.00%
18	R	0.00%	0.00%	2.74%	35.62%	61.64%	100.00%
	<b>Grand Total</b>	<b>0.00%</b>	<b>0.00%</b>	<b>3.75%</b>	<b>39.95%</b>	<b>56.30%</b>	<b>100.00%</b>
	Mean	4.5254					
	S.D.	0.5698					

**Source: Field Investigation**



In a summary, career growth has a significant potential in organized retail mall. This aspect has been underlined by the finding of this present section. In general, more career opportunities have been observed in organized retail malls and greater scope also available in the present workplace. These opportunities have been backed by performance based reward system and valuable training and development programs which leads to faster promotion chances.

**Section-(e):**

**Personal Reasons**

Attrition is the phenomena which may occur because of personal and unavoidable reasons. This fact has been underscored in this section.

To identify personal reasons, efforts have been made to quantify the responses of sample malls respondents in regards with the travelling comfort. This is one of the variables considered as personal reason to quite the present assignment. To mention, this aspect has been presented with the help of *Table No. 4.24*. It would be seen, therefore, around 31.19 per cent of the respondents stated that they cannot easily travel to and from everyday for attending duties in the mall. Again, the large proportion of the respondents (61.13 per cent to be exact) doesn't show any significant response in this matter and preferred to keep neutral. Thus, it may be pointed out from this fact that, travelling comfort has not been a significant factor to

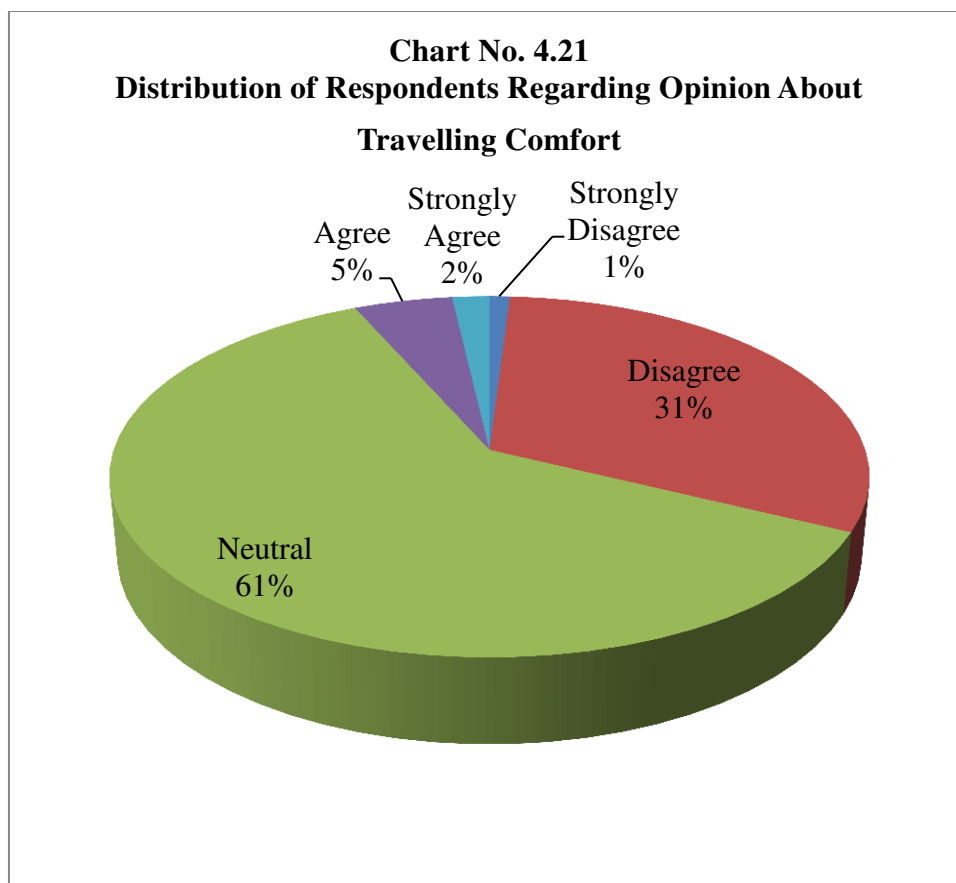


decide on quitting the job, but some dissatisfaction has been their which cannot be attributed to the mall management. This aspect has been appropriately illustrated by the *Chart No. 4.21*.

**Table No. 4.24**  
**Distribution of Respondents Regarding Opinion about Travelling Comfort**  
**(In Per cent)**

S.N.	Name of the Organization	I can easily travel to & from everyday for attending my duties in this organization.					
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	A	0.00%	31.94%	59.72%	6.94%	1.39%	100.00%
2	B	3.45%	22.41%	68.97%	3.45%	1.72%	100.00%
3	C	0.00%	32.26%	64.52%	1.61%	1.61%	100.00%
4	D	1.64%	22.95%	62.30%	8.20%	4.92%	100.00%
5	E	0.00%	28.79%	65.15%	4.55%	1.52%	100.00%
6	F	1.52%	28.79%	66.67%	0.00%	3.03%	100.00%
7	G	0.00%	32.84%	59.70%	5.97%	1.49%	100.00%
8	H	1.56%	28.13%	67.19%	1.56%	1.56%	100.00%
9	I	1.61%	33.87%	54.84%	8.06%	1.61%	100.00%
10	J	1.49%	35.82%	56.72%	5.97%	0.00%	100.00%
11	K	1.64%	24.59%	68.85%	3.28%	1.64%	100.00%
12	L	0.00%	36.62%	52.11%	9.86%	1.41%	100.00%
13	M	1.49%	35.82%	52.24%	7.46%	2.99%	100.00%
14	N	0.00%	31.82%	66.67%	1.52%	0.00%	100.00%
15	O	0.00%	30.00%	65.71%	4.29%	0.00%	100.00%
16	P	0.00%	31.94%	61.11%	2.78%	4.17%	100.00%
17	Q	2.70%	35.14%	54.05%	4.05%	4.05%	100.00%
18	R	1.37%	34.25%	57.53%	6.85%	0.00%	100.00%
	<b>Grand Total</b>	<b>1.00%</b>	<b>31.19%</b>	<b>61.13%</b>	<b>4.84%</b>	<b>1.83%</b>	<b>100.00%</b>
	Mean	2.7531					
	S.D.	0.6427					

**Source: Field Investigation**



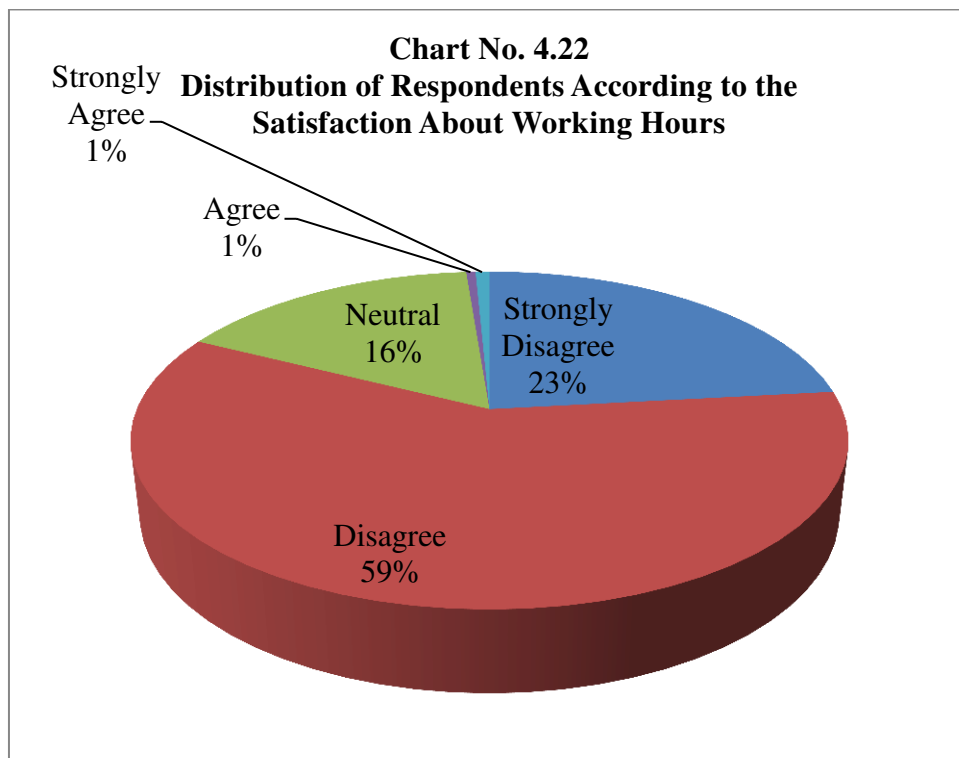
In the category of personal reasons working hours has been included as the next variable under considerations. From the *Table No. 4.25* and *Chart No. 4.22*, it would be seen that, more than 80 per cent of the respondents are not satisfied with appropriateness of the working hours in the organized retail malls. Therefore, it may be noted here that, working hours could be a significant factor which make employees to take the decision to leave the assignment.

**Table No. 4.25**  
**Distribution of Respondents According to the Satisfaction about Working Hours (In Per cent)**

S.N.	Name of the Organization	I feel that the working hours are appropriate in this organization.					Grand Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
I	II	III	IV	V	VI	VII	VIII
1	A	19.44%	68.06%	9.72%	2.78%	0.00%	100.00%
2	B	17.24%	60.34%	17.24%	0.00%	5.17%	100.00%
3	C	24.19%	59.68%	16.13%	0.00%	0.00%	100.00%
4	D	24.59%	59.02%	16.39%	0.00%	0.00%	100.00%
5	E	22.73%	53.03%	22.73%	0.00%	1.52%	100.00%
6	F	30.30%	53.03%	12.12%	1.52%	3.03%	100.00%

7	G	19.40%	61.19%	19.40%	0.00%	0.00%	100.00%
8	H	21.88%	64.06%	14.06%	0.00%	0.00%	100.00%
9	I	33.87%	54.84%	9.68%	1.61%	0.00%	100.00%
10	J	23.88%	62.69%	13.43%	0.00%	0.00%	100.00%
11	K	24.59%	59.02%	16.39%	0.00%	0.00%	100.00%
12	L	19.72%	60.56%	18.31%	1.41%	0.00%	100.00%
13	M	26.87%	58.21%	14.93%	0.00%	0.00%	100.00%
14	N	16.67%	71.21%	12.12%	0.00%	0.00%	100.00%
15	O	22.86%	57.14%	18.57%	0.00%	1.43%	100.00%
16	P	22.22%	48.61%	25.00%	1.39%	2.78%	100.00%
17	Q	24.32%	58.11%	17.57%	0.00%	0.00%	100.00%
18	R	24.66%	56.16%	19.18%	0.00%	0.00%	100.00%
	<b>Grand Total</b>	<b>23.27%</b>	<b>59.13%</b>	<b>16.35%</b>	<b>0.50%</b>	<b>0.75%</b>	<b>100.00%</b>
	Mean	1.9633					
	S.D.	0.6948					

Source: Field Investigation

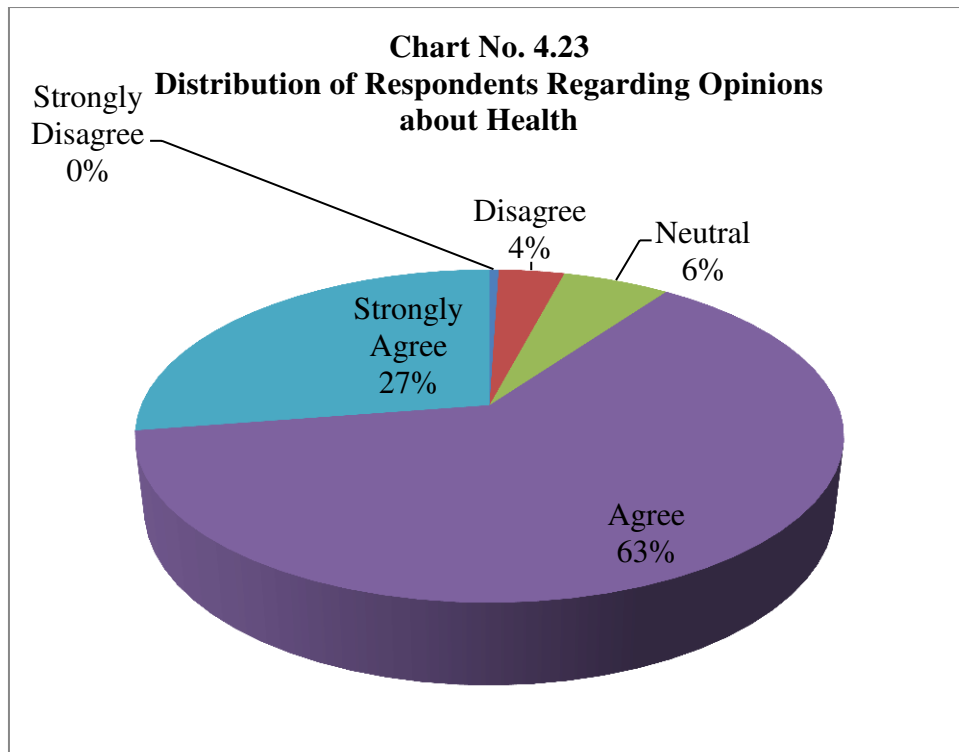


The working in the organized retail malls may be said as inappropriate regarding the working hours but at the same time, it has been stood significant on the ground of personal health. *Table No. 4.26* and *Chart No. 4.23* supports this fact. It would be seen, therefore, that more than 90 per cent of the respondents stated that, the nature and type of job in the organized retail mall is not harmful to the health.

**Table No. 4.26**  
**Distribution of Respondents Regarding Opinions about Health**  
**(In Per cent)**

S.N.	Name of the Organization	Generally, the nature and type of my job is not harmful to my health in this organization.					
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	A	0.00%	2.78%	9.72%	59.72%	27.78%	100.00%
2	B	1.72%	5.17%	0.00%	72.41%	20.69%	100.00%
3	C	1.61%	1.61%	6.45%	54.84%	35.48%	100.00%
4	D	0.00%	1.64%	3.28%	65.57%	29.51%	100.00%
5	E	0.00%	1.52%	3.03%	63.64%	31.82%	100.00%
6	F	0.00%	3.03%	4.55%	62.12%	30.30%	100.00%
7	G	1.49%	1.49%	8.96%	59.70%	28.36%	100.00%
8	H	0.00%	3.13%	4.69%	70.31%	21.88%	100.00%
9	I	0.00%	4.84%	6.45%	64.52%	24.19%	100.00%
10	J	1.49%	5.97%	8.96%	61.19%	22.39%	100.00%
11	K	0.00%	3.28%	6.56%	55.74%	34.43%	100.00%
12	L	0.00%	5.63%	7.04%	59.15%	28.17%	100.00%
13	M	1.49%	2.99%	1.49%	70.15%	23.88%	100.00%
14	N	0.00%	6.06%	12.12%	59.09%	22.73%	100.00%
15	O	0.00%	1.43%	2.86%	70.00%	25.71%	100.00%
16	P	1.39%	2.78%	6.94%	58.33%	30.56%	100.00%
17	Q	0.00%	2.70%	8.11%	66.22%	22.97%	100.00%
18	R	0.00%	8.22%	2.74%	56.16%	32.88%	100.00%
	<b>Grand Total</b>	<b>0.50%</b>	<b>3.59%</b>	<b>5.84%</b>	<b>62.64%</b>	<b>27.44%</b>	<b>100.00%</b>
	Mean	4.1293					
	S.D.	0.7106					

**Source: Field Investigation**



Work-life balance is the highest considered parameter in relation with the personal reasons for the attrition phenomena. Inappropriate working hours may be attributed to this scenario of disturbed work-life balance. Investigation into this variable stood significant for the present study. But, without going into the further details, it may be seen from the *Table No. 4.27* and *Chart No. 4.24* that, there is no significant considerations have been made by the organized retail employees regarding work-life balance. Around three fourth of the respondents (75 per cent) observed neutral and approximately rest of the respondents (23.85 per cent) stood positive to mention that they can take care all of their family responsibilities by working with organized retail malls.

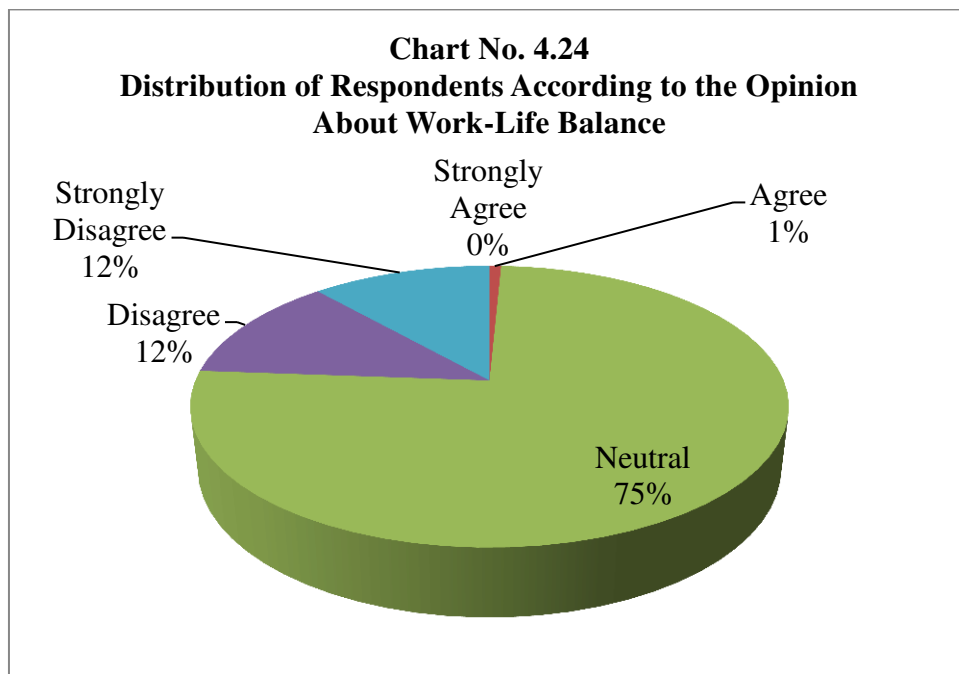
This has been the indicator of satisfaction but seems contradictory to the situation of observing high rate of attrition in the organized retail malls which has been presented in the next chapter on analysis of attrition trend.

**Table No. 4.27**  
**Distribution of Respondents According to the Opinion about Work-Life Balance**  
**(In Per cent)**

S.N.	Name of the Organization	I can take care of my all family responsibilities by working with this organization.					
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Grand Total

I	II	III	IV	V	VI	VII	VIII
1	A	0.00%	0.00%	63.89%	19.44%	16.67%	100.00%
2	B	0.00%	0.00%	82.76%	5.17%	12.07%	100.00%
3	C	0.00%	3.23%	69.35%	16.13%	11.29%	100.00%
4	D	0.00%	0.00%	81.97%	8.20%	9.84%	100.00%
5	E	0.00%	1.52%	71.21%	16.67%	10.61%	100.00%
6	F	0.00%	1.52%	77.27%	10.61%	10.61%	100.00%
7	G	0.00%	0.00%	67.16%	14.93%	17.91%	100.00%
8	H	0.00%	0.00%	81.25%	4.69%	14.06%	100.00%
9	I	0.00%	1.61%	74.19%	8.06%	16.13%	100.00%
10	J	0.00%	0.00%	83.58%	10.45%	5.97%	100.00%
11	K	0.00%	1.64%	72.13%	14.75%	11.48%	100.00%
12	L	0.00%	1.41%	76.06%	14.08%	8.45%	100.00%
13	M	0.00%	0.00%	76.12%	10.45%	13.43%	100.00%
14	N	0.00%	0.00%	75.76%	18.18%	6.06%	100.00%
15	O	0.00%	0.00%	78.57%	7.14%	14.29%	100.00%
16	P	0.00%	2.78%	72.22%	15.28%	9.72%	100.00%
17	Q	0.00%	0.00%	75.68%	10.81%	13.51%	100.00%
18	R	0.00%	0.00%	79.45%	13.70%	6.85%	100.00%
	<b>Grand Total</b>	<b>0.00%</b>	<b>0.75%</b>	<b>75.40%</b>	<b>12.26%</b>	<b>11.59%</b>	<b>100.00%</b>
	Mean	3.3470					
	S.D.	0.6884					

Source: Field Investigation



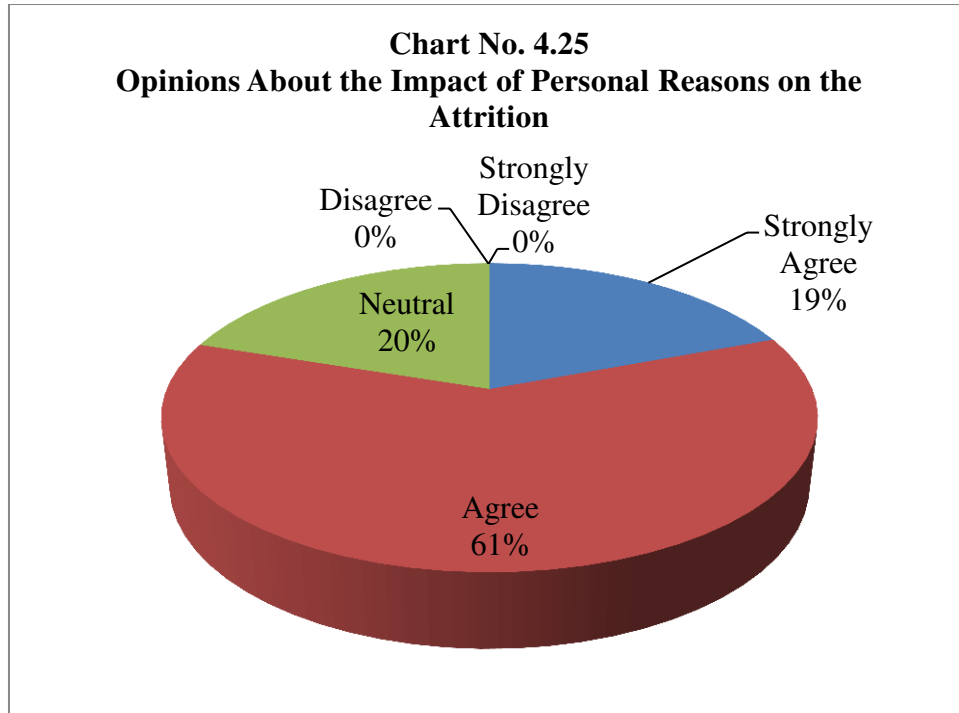
A comparative question has been asked to the respondents to quantify the opinions of the employees in relation to the impact of personal reasons on the attrition rate. Thus, from *Table No. 4.28* and *Pie Chart No. 4.25*, it would be seen that, there is

no impact of Personal Reasons on the attrition in organized retail malls in comparison with any other organization.

**Table No. 4.28**  
**Opinions About the Impact of Personal Reasons on the Attrition**  
**(In Per cent)**

S.N.	Name of the Organization	The impact of Personal Reasons on the attrition in this Organization is not more than any other Organization.					
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	A	19.44%	62.50%	18.06%	0.00%	0.00%	100.00%
2	B	22.41%	68.97%	8.62%	0.00%	0.00%	100.00%
3	C	19.35%	61.29%	19.35%	0.00%	0.00%	100.00%
4	D	26.23%	54.10%	19.67%	0.00%	0.00%	100.00%
5	E	19.70%	59.09%	21.21%	0.00%	0.00%	100.00%
6	F	24.24%	59.09%	16.67%	0.00%	0.00%	100.00%
7	G	16.42%	64.18%	19.40%	0.00%	0.00%	100.00%
8	H	23.44%	60.94%	15.63%	0.00%	0.00%	100.00%
9	I	19.35%	56.45%	24.19%	0.00%	0.00%	100.00%
10	J	19.40%	53.73%	26.87%	0.00%	0.00%	100.00%
11	K	27.87%	57.38%	14.75%	0.00%	0.00%	100.00%
12	L	11.27%	59.15%	29.58%	0.00%	0.00%	100.00%
13	M	17.91%	59.70%	22.39%	0.00%	0.00%	100.00%
14	N	9.09%	59.09%	31.82%	0.00%	0.00%	100.00%
15	O	20.00%	61.43%	18.57%	0.00%	0.00%	100.00%
16	P	26.39%	58.33%	15.28%	0.00%	0.00%	100.00%
17	Q	14.86%	64.86%	20.27%	0.00%	0.00%	100.00%
18	R	12.33%	72.60%	15.07%	0.00%	0.00%	100.00%
	<b>Grand Total</b>	<b>19.27%</b>	<b>60.80%</b>	<b>19.93%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>100.00%</b>
	Mean	2.0067					
	S.D.	0.6263					

**Source: Field Investigation**



In a summary, personal reasons are the significantly considered factor for decision to quite in organized retail malls. Further, significant dissatisfaction has been observed regarding working hours in organized retail malls resulting in disturbed work life balance. Thus, ultimately it may be noted that, working hours, work life balance are major parameters in the view of decision to quite compared with commutations and health issues.

#### **Section-(f):**

#### **Social Status**

Social status may be defined as ‘a person's standing or importance in relation to other people within a society’. Thus, social status is an individual centric term. According to this definition at the very outset, appropriate social status is naturally desired by any person. Thus, in today’s scenario successful career is the major contributor for maintaining social image of the individual in society. In this view of matter an effort has been made to investigate and quantify five parameters to determine role of the social status in causing attrition. In the further sections analysis of this aspect has been presented.

It would be seen from the *Table No. 4.29* and *Pie Chart No. 4.26* that, the respondents of organized retail malls feels that working in organized retail malls



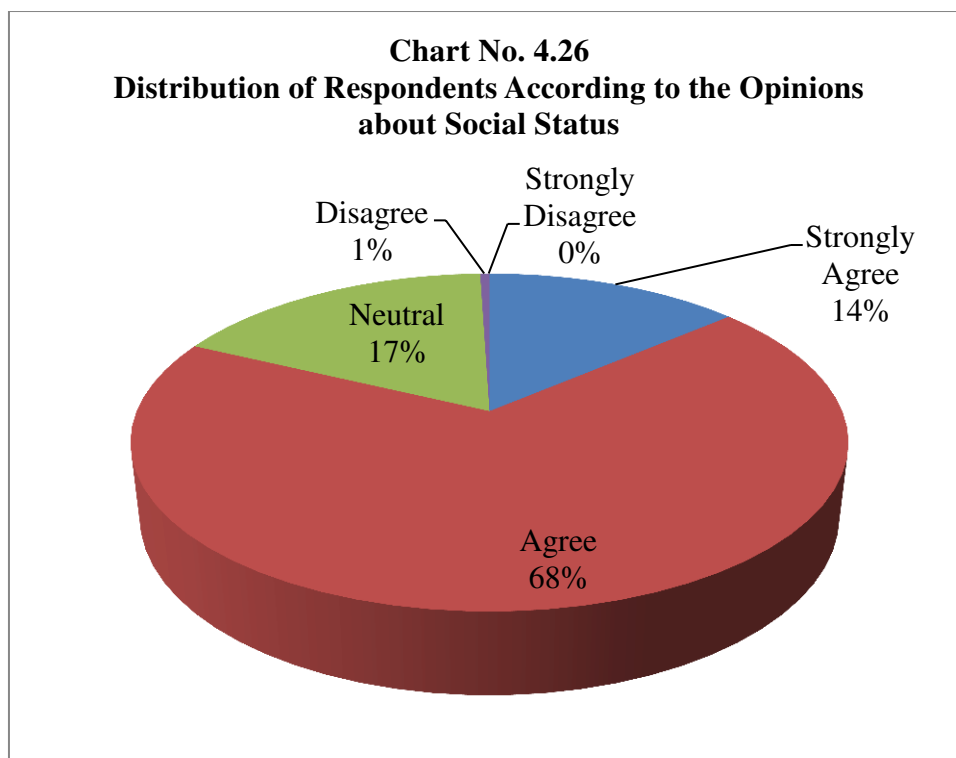
keeps their social status lower than their other friends working in another organization. Surprisingly, need to be noted that, more than 80 per cent of the respondents accept this fact with negligible rate of variation.

Ultimately, it may be interpreted that, social status of the organized retail mall employees has been considered comparatively of lower order than other career options, and could lead to higher level of attrition.

**Table No. 4.29**  
**Distribution of Respondents According to the Opinions about Social Status**  
**(In Per cent)**

S.N.	Name of the Organization	I feel that working in this organization keeps my social status lower than my other friends working in other Organizations.					
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	A	9.72%	70.83%	18.06%	1.39%	0.00%	100.00%
2	B	5.17%	68.97%	25.86%	0.00%	0.00%	100.00%
3	C	20.97%	69.35%	9.68%	0.00%	0.00%	100.00%
4	D	14.75%	68.85%	16.39%	0.00%	0.00%	100.00%
5	E	18.18%	66.67%	15.15%	0.00%	0.00%	100.00%
6	F	15.15%	68.18%	16.67%	0.00%	0.00%	100.00%
7	G	10.45%	71.64%	17.91%	0.00%	0.00%	100.00%
8	H	14.06%	64.06%	21.88%	0.00%	0.00%	100.00%
9	I	19.35%	58.06%	22.58%	0.00%	0.00%	100.00%
10	J	10.45%	61.19%	26.87%	1.49%	0.00%	100.00%
11	K	21.31%	73.77%	4.92%	0.00%	0.00%	100.00%
12	L	11.27%	73.24%	15.49%	0.00%	0.00%	100.00%
13	M	7.46%	70.15%	22.39%	0.00%	0.00%	100.00%
14	N	9.09%	74.24%	15.15%	1.52%	0.00%	100.00%
15	O	15.71%	67.14%	17.14%	0.00%	0.00%	100.00%
16	P	18.06%	63.89%	16.67%	1.39%	0.00%	100.00%
17	Q	13.51%	70.27%	13.51%	2.70%	0.00%	100.00%
18	R	13.70%	68.49%	17.81%	0.00%	0.00%	100.00%
	<b>Grand Total</b>	<b>13.76%</b>	<b>68.31%</b>	<b>17.43%</b>	<b>0.50%</b>	<b>0.00%</b>	<b>100.00%</b>
	Mean	2.0467					
	S.D.	0.5745					

**Source: Field Investigation**



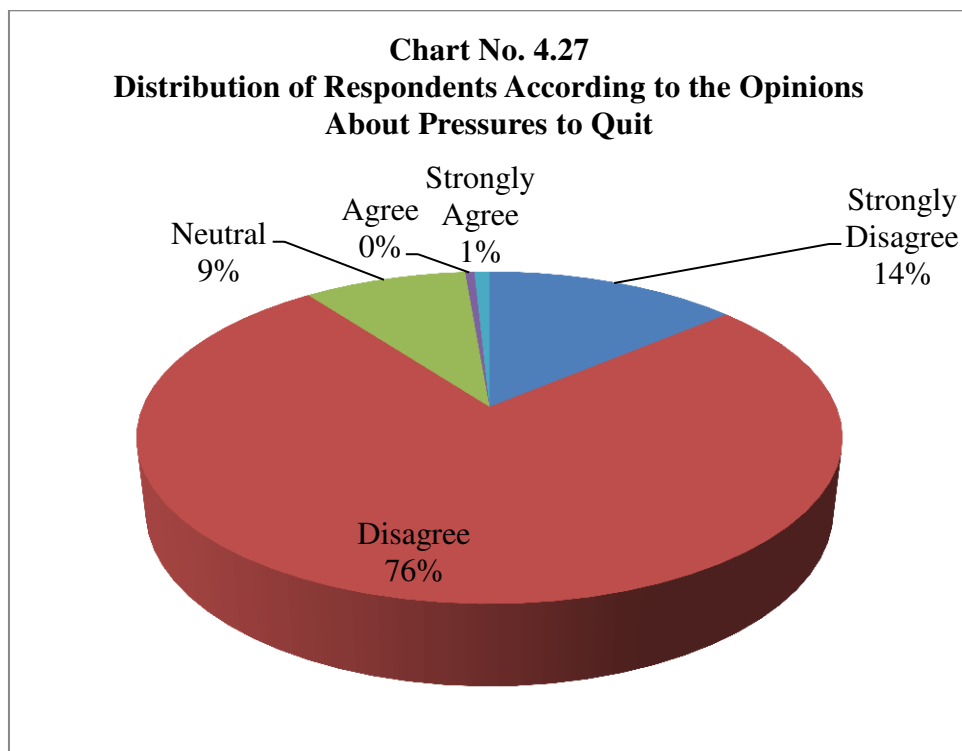
*Table No. 4.30* and *Pie Chart No. 4.27* efficiently elaborate the possible impact of feeling lower social status by working with organized retail malls. Thus, this table helps to quantify the responses regarding oppressions of relatives and friends on insisting to leave the current job. It would be seen from the table that friends and relatives of the employees do not push them to find job in other Organization. More than 75 per cent of the respondents observed with this finding. Thus could be interpreted that, working in malls gives comparatively lower social status but at the same time there is no pressure to leave the assignment.

**Table No. 4.30**  
**Distribution of Respondents According to the Opinions about Pressures to Quit (In Per cent)**

S.N.	Name of the Organization	My friends and relatives always push me to find job in other Organization.					Grand Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
I	II	III	IV	V	VI	VII	VIII
1	A	12.50%	73.61%	12.50%	1.39%	0.00%	100.00%
2	B	6.90%	82.76%	8.62%	0.00%	1.72%	100.00%
3	C	12.90%	82.26%	1.61%	0.00%	3.23%	100.00%
4	D	18.03%	72.13%	8.20%	0.00%	1.64%	100.00%
5	E	21.21%	71.21%	7.58%	0.00%	0.00%	100.00%
6	F	21.21%	68.18%	10.61%	0.00%	0.00%	100.00%
7	G	7.46%	80.60%	8.96%	0.00%	2.99%	100.00%

8	H	17.19%	75.00%	7.81%	0.00%	0.00%	100.00%
9	I	12.90%	72.58%	14.52%	0.00%	0.00%	100.00%
10	J	8.96%	76.12%	13.43%	1.49%	0.00%	100.00%
11	K	18.03%	73.77%	4.92%	0.00%	3.28%	100.00%
12	L	15.49%	74.65%	9.86%	0.00%	0.00%	100.00%
13	M	13.43%	77.61%	8.96%	0.00%	0.00%	100.00%
14	N	12.12%	74.24%	12.12%	1.52%	0.00%	100.00%
15	O	14.29%	78.57%	7.14%	0.00%	0.00%	100.00%
16	P	12.50%	76.39%	9.72%	1.39%	0.00%	100.00%
17	Q	12.16%	71.62%	10.81%	2.70%	2.70%	100.00%
18	R	12.33%	84.93%	2.74%	0.00%	0.00%	100.00%
	<b>Grand Total</b>	<b>13.84%</b>	<b>75.90%</b>	<b>8.92%</b>	<b>0.50%</b>	<b>0.83%</b>	<b>100.00%</b>
	Mean	1.9858					
	S.D.	0.5682					

**Source: Field Investigation**

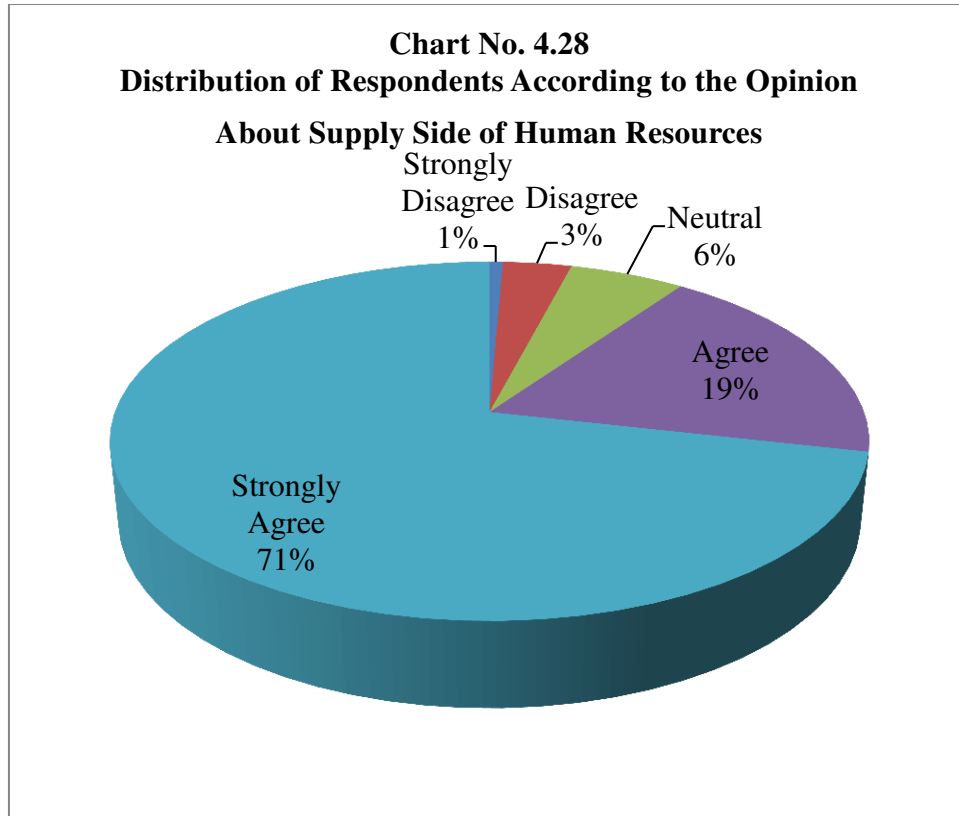


Another significant aspect of working with organized retail malls is may be worthwhile to mention here. Though, there is lower social status has been observed by the respondents but still highly qualified people and people from good social background prefer to work with Organized Retail Malls. This facts has been supported by more than 90 per cent of the respondents with negligible variation. (*Table No. 4.31 and Chart No. 4.28*)

**Table No. 4.31**  
**Distribution of Respondents According to the Opinion about Supply Side of**  
**Human Resources**  
**(In Per cent)**

S.N.	Name of the Organization	I find that nowadays highly qualified people and people from good social background prefer to work with Organized Retail Malls.					
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	A	0.00%	1.39%	8.33%	26.39%	63.89%	100.00%
2	B	0.00%	5.17%	5.17%	24.14%	65.52%	100.00%
3	C	0.00%	0.00%	11.29%	16.13%	72.58%	100.00%
4	D	1.64%	3.28%	4.92%	11.48%	78.69%	100.00%
5	E	0.00%	1.52%	3.03%	25.76%	69.70%	100.00%
6	F	0.00%	3.03%	9.09%	24.24%	63.64%	100.00%
7	G	0.00%	1.49%	1.49%	22.39%	74.63%	100.00%
8	H	1.56%	3.13%	7.81%	9.38%	78.13%	100.00%
9	I	1.61%	4.84%	8.06%	20.97%	64.52%	100.00%
10	J	0.00%	5.97%	5.97%	16.42%	71.64%	100.00%
11	K	0.00%	3.28%	3.28%	18.03%	75.41%	100.00%
12	L	1.41%	5.63%	2.82%	14.08%	76.06%	100.00%
13	M	2.99%	2.99%	7.46%	14.93%	71.64%	100.00%
14	N	0.00%	6.06%	4.55%	22.73%	66.67%	100.00%
15	O	1.43%	1.43%	8.57%	10.00%	78.57%	100.00%
16	P	0.00%	1.39%	5.56%	22.22%	70.83%	100.00%
17	Q	1.35%	2.70%	4.05%	18.92%	72.97%	100.00%
18	R	0.00%	8.22%	2.74%	17.81%	71.23%	100.00%
	<b>Grand Total</b>	<b>0.67%</b>	<b>3.42%</b>	<b>5.75%</b>	<b>18.68%</b>	<b>71.48%</b>	<b>100.00%</b>
	Mean	4.5688					
	S.D.	0.8038					

**Source: Field Investigation**



The only limitation of lower social status for working with organized retail malls can be overcome by tremendous job opportunities and professionalism. It may be noted here that, tremendous job opportunities and professionalism are observed to be a reason for attracting good professional employees towards malls. This aspect has been quantified, tabulated and presented with the help of *Table No. 4.32* and appropriately illustrated by *Chart No. 4.29*. It would be seen therefore that, more than 85 per cent of the respondents supports this observation.

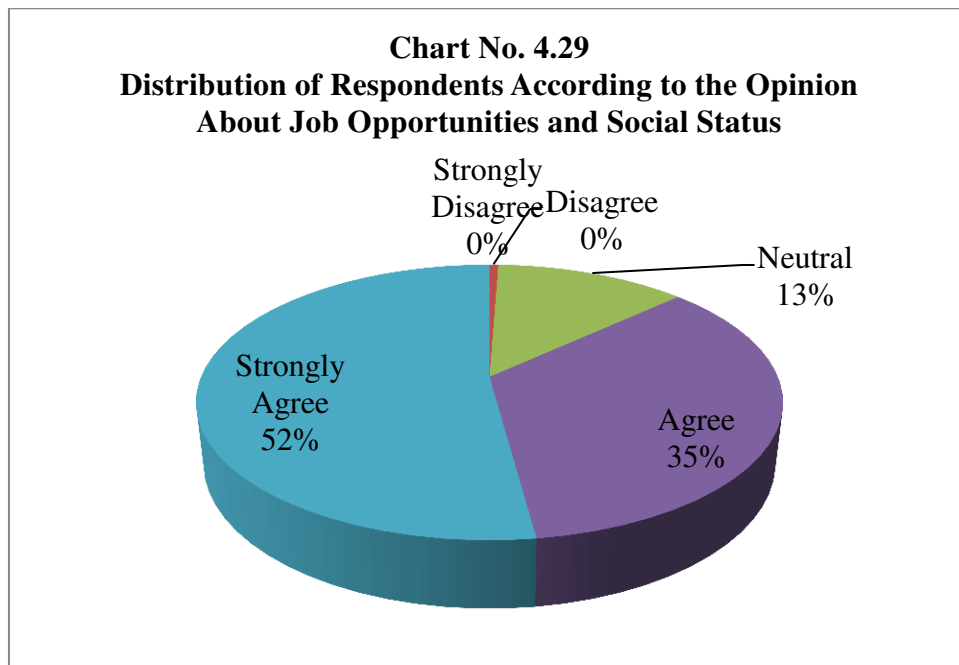
Ultimately, it may be pointed out that, tremendous job opportunities and professionalism would contribute to lowering down attrition rate in organized retail malls.

**Table No. 4.32**  
**Distribution of Respondents According to the Opinion about Job Opportunities**  
**and Social Status**  
**(In Per cent)**

S.N.	Name of the Organization	Tremendous job opportunities and professionalism in Organized Retail Malls will overcome the issue of Social Status in this Organization.					Grand Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
I	II	III	IV	V	VI	VII	VIII

1	A	0.00%	0.00%	18.06%	33.33%	48.61%	100.00%
2	B	0.00%	1.72%	6.90%	32.76%	58.62%	100.00%
3	C	0.00%	0.00%	8.06%	32.26%	59.68%	100.00%
4	D	0.00%	1.64%	11.48%	39.34%	47.54%	100.00%
5	E	0.00%	1.52%	13.64%	30.30%	54.55%	100.00%
6	F	0.00%	0.00%	21.21%	30.30%	48.48%	100.00%
7	G	0.00%	0.00%	8.96%	32.84%	58.21%	100.00%
8	H	0.00%	0.00%	10.94%	39.06%	50.00%	100.00%
9	I	0.00%	0.00%	16.13%	33.87%	50.00%	100.00%
10	J	0.00%	0.00%	17.91%	29.85%	52.24%	100.00%
11	K	0.00%	0.00%	18.03%	31.15%	50.82%	100.00%
12	L	0.00%	1.41%	12.68%	35.21%	50.70%	100.00%
13	M	0.00%	0.00%	5.97%	52.24%	41.79%	100.00%
14	N	0.00%	0.00%	13.64%	27.27%	59.09%	100.00%
15	O	0.00%	0.00%	7.14%	41.43%	51.43%	100.00%
16	P	0.00%	1.39%	9.72%	34.72%	54.17%	100.00%
17	Q	0.00%	1.35%	10.81%	32.43%	55.41%	100.00%
18	R	0.00%	1.37%	15.07%	35.62%	47.95%	100.00%
	<b>Grand Total</b>	<b>0.00%</b>	<b>0.58%</b>	<b>12.59%</b>	<b>34.70%</b>	<b>52.13%</b>	<b>100.00%</b>
	Mean	4.3837					
	S.D.	0.7237					

Source: Field Investigation



The tricky question has been asked to repeat and test valid responses of the employees to check out the fact of social status regarding working in organized retail malls. This has been presented in *Table No. 4.33* and described visually in *Pie Chart No. 4.30*. It may be pointed out significantly that, in earlier discussion it has been

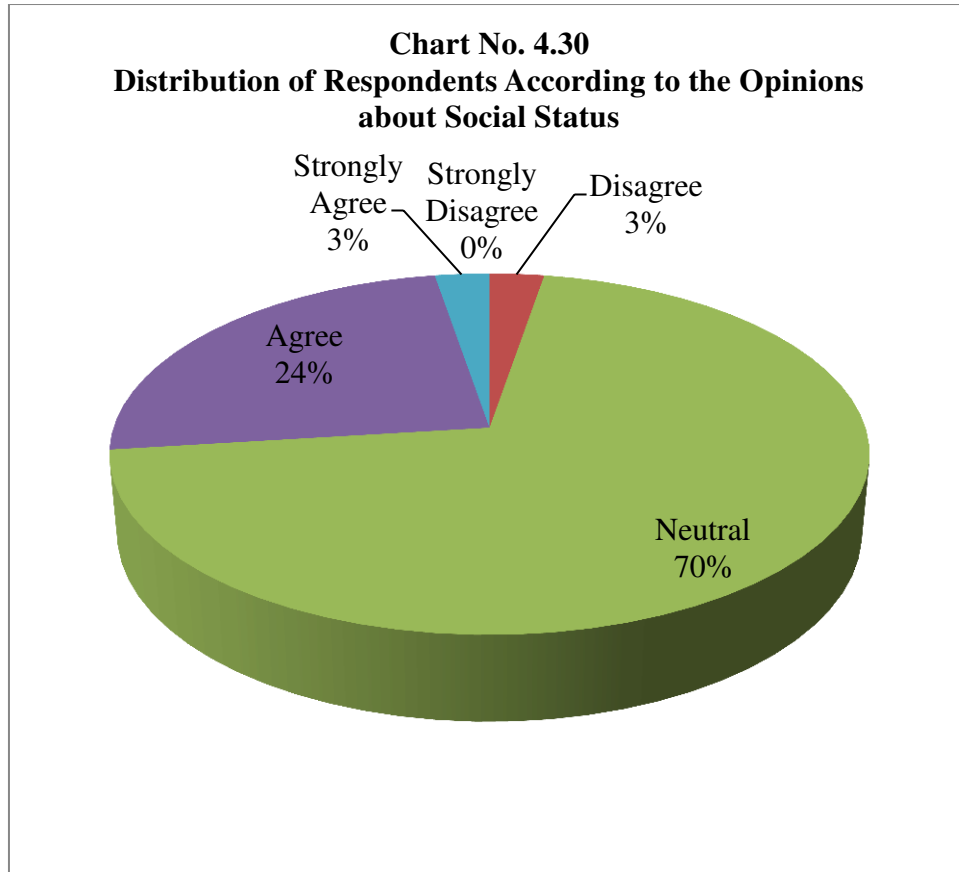
observed that tremendous job opportunities and professionalism has been attracting qualified professionals with good social background, though, controversial to this, more than 70 per cent of the respondents kept quite neutral regarding the opinion of ‘organized Retail Malls is rapidly gaining social status’.

Thus, finally it may be noted that working with organized retail malls has not that much of social status than working with other industries.

**Table No. 4.33**  
**Distribution of Respondents According to the Opinions about Social Status**  
**(In Per cent)**

S.N.	Name of the Organization	According to me working in Organized Retail Malls is rapidly gaining social status.					Grand Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
I	II	III	IV	V	VI	VII	VIII
	A	0.00%	1.39%	61.11%	33.33%	4.17%	100.00%
	B	0.00%	0.00%	79.31%	17.24%	3.45%	100.00%
	C	0.00%	3.23%	72.58%	22.58%	1.61%	100.00%
	D	0.00%	3.28%	75.41%	19.67%	1.64%	100.00%
	E	0.00%	3.03%	68.18%	25.76%	3.03%	100.00%
	F	0.00%	4.55%	71.21%	21.21%	3.03%	100.00%
	G	0.00%	0.00%	67.16%	26.87%	5.97%	100.00%
	H	0.00%	3.13%	75.00%	20.31%	1.56%	100.00%
	I	0.00%	4.84%	72.58%	22.58%	0.00%	100.00%
	J	0.00%	2.99%	67.16%	28.36%	1.49%	100.00%
	K	0.00%	3.28%	77.05%	14.75%	4.92%	100.00%
	L	0.00%	1.41%	67.61%	29.58%	1.41%	100.00%
	M	0.00%	4.48%	73.13%	19.40%	2.99%	100.00%
	N	0.00%	3.03%	56.06%	36.36%	4.55%	100.00%
	O	0.00%	2.86%	77.14%	20.00%	0.00%	100.00%
	P	0.00%	2.78%	68.06%	26.39%	2.78%	100.00%
	Q	0.00%	2.70%	62.16%	31.08%	4.05%	100.00%
	R	0.00%	1.37%	79.45%	17.81%	1.37%	100.00%
	<b>Grand Total</b>	<b>0.00%</b>	<b>2.67%</b>	<b>70.39%</b>	<b>24.27%</b>	<b>2.67%</b>	<b>100.00%</b>
	Mean	3.2694					
	S.D.	0.5512					

**Source: Field Investigation**



In a summary, logical reasoning leads to mention final thoughts on social status of employees working in organized retail malls as mentioned below. Working in organized retail malls are now considered as of well social status because of tremendous job opportunities and professionalism has overcome this issue of social status. This results in inflow of professional workforce with good social background. The positive impact of this aspect underscores the fact that no any relatives and or friends of employees push them to join any other job than organized retail malls. Still as compared to other sector jobs organized retail mall career doesn't gain significant social status.

**Section-(g):**

**Internal Personal Relations at Workplace**

Internal personal relations at workplace plays significant role in determining decision to quit by the employees. In this view of matter, five related parameters have been identified, quantified and presented in this section. This entire effort has been made to assess nature of personal relations in the organized retail malls and its probable impact on attrition phenomena.

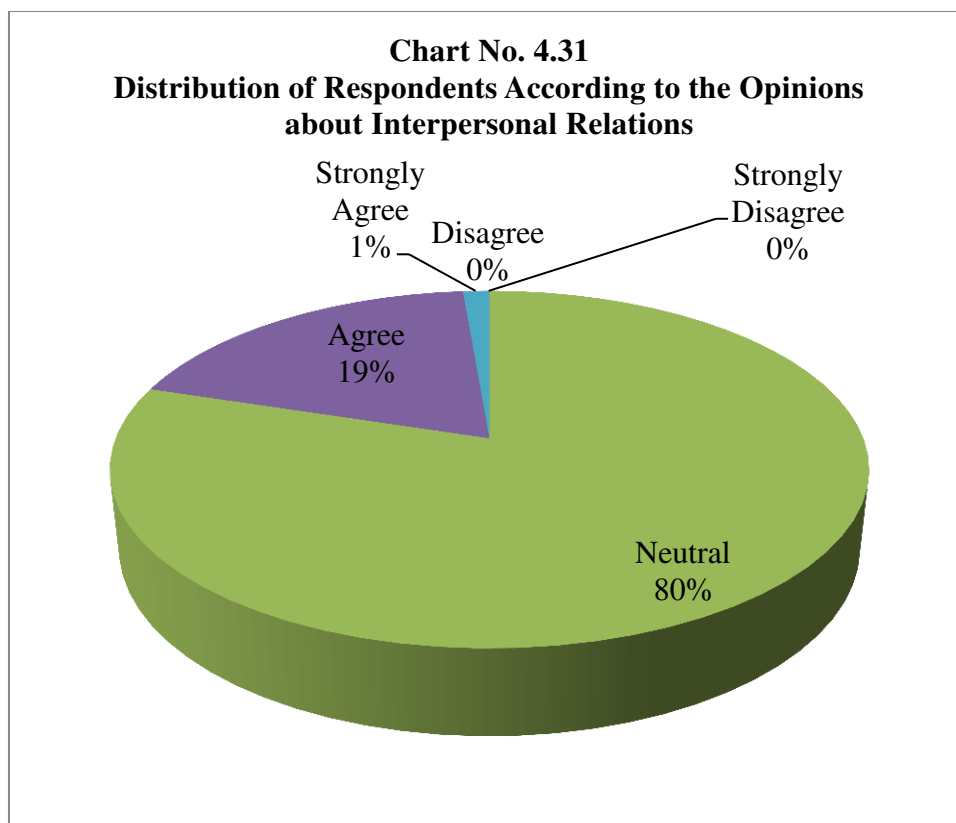


Accordingly, *Table No. 4.34* and *Pie Chart No. 4.31* has been focusing attention on relationship with superiors and its impact on longer association in organized retail malls. It would be seen from the table that near about 80 per cent of the respondents accounted for neutral responses in this regards. Thus, it may be harmful to draw conclusions that Interpersonal relations play important role in creating longer association among employees. Though, 18 per cent of the respondents said positively regarding probable impact of interpersonal relations on employees' longer association with an organization.

**Table No. 4.34**  
**Distribution of Respondents According to the Opinions about Interpersonal Relations**  
**(In Per cent)**

S.N.	Name of the Organization	Interpersonal relations play important role in longer association ship in this organization.					
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	A	0.00%	0.00%	72.22%	26.39%	1.39%	100.00%
2	B	0.00%	0.00%	87.93%	12.07%	0.00%	100.00%
3	C	0.00%	0.00%	87.10%	12.90%	0.00%	100.00%
4	D	0.00%	0.00%	83.61%	16.39%	0.00%	100.00%
5	E	0.00%	0.00%	83.33%	15.15%	1.52%	100.00%
6	F	0.00%	0.00%	81.82%	16.67%	1.52%	100.00%
7	G	0.00%	0.00%	80.60%	16.42%	2.99%	100.00%
8	H	0.00%	0.00%	78.13%	20.31%	1.56%	100.00%
9	I	0.00%	0.00%	79.03%	20.97%	0.00%	100.00%
10	J	0.00%	0.00%	76.12%	23.88%	0.00%	100.00%
11	K	0.00%	0.00%	85.25%	13.11%	1.64%	100.00%
12	L	0.00%	0.00%	81.69%	18.31%	0.00%	100.00%
13	M	0.00%	0.00%	76.12%	22.39%	1.49%	100.00%
14	N	0.00%	0.00%	80.30%	18.18%	1.52%	100.00%
15	O	0.00%	0.00%	75.71%	22.86%	1.43%	100.00%
16	P	0.00%	0.00%	77.78%	19.44%	2.78%	100.00%
17	Q	0.00%	0.00%	77.03%	21.62%	1.35%	100.00%
18	R	0.00%	0.00%	76.71%	19.18%	4.11%	100.00%
	<b>Grand Total</b>	<b>0.00%</b>	<b>0.00%</b>	<b>79.82%</b>	<b>18.85%</b>	<b>1.33%</b>	<b>100.00%</b>
	Mean	3.2152					
	S.D.	0.4424					

**Source: Field Investigation**



Irrespective of the fact that neutral responses regarding interpersonal relationship and longer association, it has been observed from the *Table No. 4.35* that, more than 90 per cent of the respondents said that relationship with superiors is healthy in the organized retail malls. Thus, it may be pointed out that, healthy relationship with the supervisors doesn't contribute significantly to the healthy interpersonal relations at the work places. This aspect has been appropriately illustrated by *Pie Chart 4.32*.

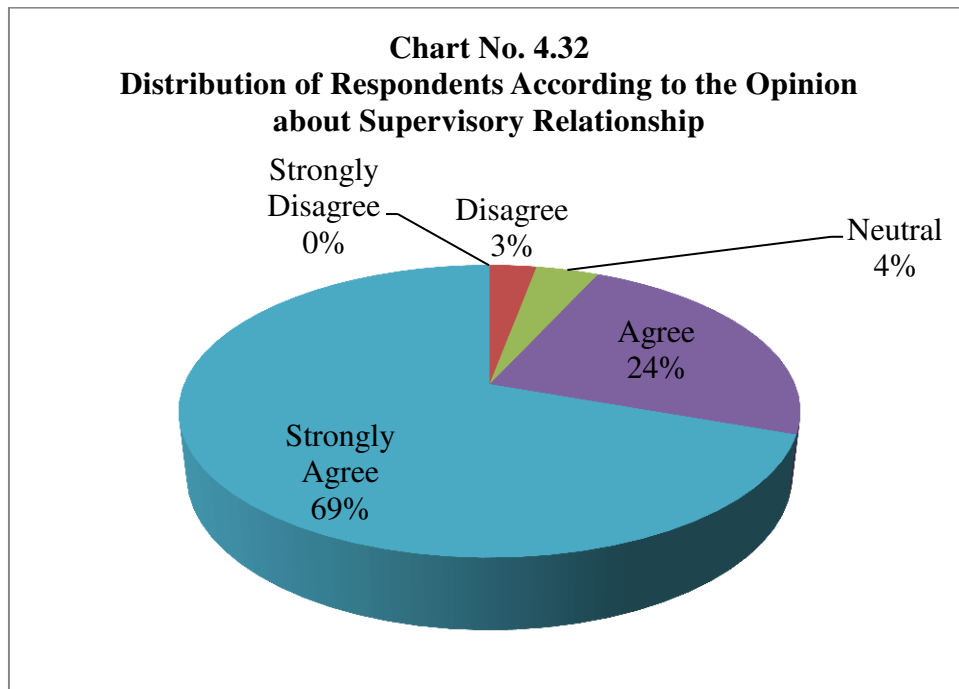
**Table No. 4.35**

**Distribution of Respondents According to the Opinion about Supervisory Relationship (In Per cent)**

S.N.	Name of the Organization	According to me, the relationship with superiors is healthy in this organization.					Grand Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
I	II	III	IV	V	VI	VII	VIII
1	A	0.00%	1.39%	1.39%	27.78%	69.44%	100.00%
2	B	0.00%	1.72%	3.45%	29.31%	65.52%	100.00%
3	C	0.00%	3.23%	1.61%	29.03%	66.13%	100.00%
4	D	0.00%	3.28%	4.92%	26.23%	65.57%	100.00%
5	E	0.00%	3.03%	4.55%	22.73%	69.70%	100.00%

6	F	0.00%	4.55%	0.00%	21.21%	74.24%	100.00%
7	G	0.00%	1.49%	4.48%	25.37%	68.66%	100.00%
8	H	0.00%	4.69%	4.69%	18.75%	71.88%	100.00%
9	I	0.00%	4.84%	4.84%	16.13%	74.19%	100.00%
10	J	0.00%	2.99%	4.48%	29.85%	62.69%	100.00%
11	K	0.00%	3.28%	1.64%	24.59%	70.49%	100.00%
12	L	0.00%	1.41%	5.63%	23.94%	69.01%	100.00%
13	M	0.00%	4.48%	4.48%	20.90%	70.15%	100.00%
14	N	0.00%	3.03%	10.61%	19.70%	66.67%	100.00%
15	O	0.00%	2.86%	1.43%	24.29%	71.43%	100.00%
16	P	0.00%	2.78%	2.78%	20.83%	73.61%	100.00%
17	Q	0.00%	2.70%	8.11%	22.97%	66.22%	100.00%
18	R	0.00%	1.37%	1.37%	21.92%	75.34%	100.00%
	<b>Grand Total</b>	<b>0.00%</b>	<b>2.92%</b>	<b>3.92%</b>	<b>23.60%</b>	<b>69.56%</b>	<b>100.00%</b>
	Mean	4.5980					
	S.D.	0.7031					

Source: Field Investigation



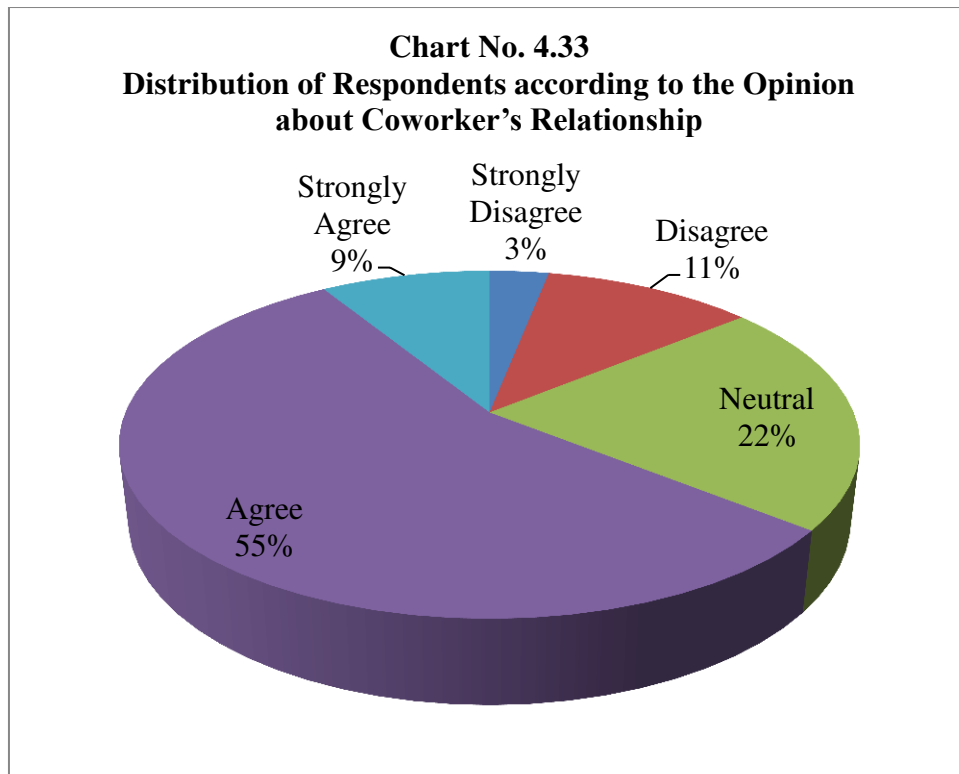
More than one half of the respondents observed to be positive with the fact that healthy relationship within coworkers at the organized retail malls. This aspect has been presented with the help of *Table no. 4.36* and illustrated by *Pie Chart No. 4.33*. Further, it would be seen from the table and chart that, 8.84 per cent of the respondents strongly supported to this aspect while 21.60 per cent remained neutral and 14 per cent accounted for negative responses about healthy relationship among coworkers.

Thus, in the organized retail extent of interpersonal relationship may not be explained efficiently by merely considered these factors.

**Table No. 4.36**  
**Distribution of Respondents according to the Opinion about Coworker's Relationship**  
**(In Per cent)**

S.N.	Name of the Organization	According to me, the relationship with coworkers is healthy in this organization.					
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	A	1.39%	20.83%	16.67%	51.39%	9.72%	100.00%
2	B	5.17%	15.52%	8.62%	56.90%	13.79%	100.00%
3	C	1.61%	11.29%	25.81%	54.84%	6.45%	100.00%
4	D	3.28%	4.92%	26.23%	60.66%	4.92%	100.00%
5	E	4.55%	13.64%	22.73%	54.55%	4.55%	100.00%
6	F	3.03%	9.09%	27.27%	56.06%	4.55%	100.00%
7	G	4.48%	10.45%	16.42%	59.70%	8.96%	100.00%
8	H	1.56%	6.25%	28.13%	56.25%	7.81%	100.00%
9	I	1.61%	9.68%	27.42%	56.45%	4.84%	100.00%
10	J	5.97%	13.43%	13.43%	55.22%	11.94%	100.00%
11	K	1.64%	13.11%	27.87%	55.74%	1.64%	100.00%
12	L	1.41%	7.04%	22.54%	57.75%	11.27%	100.00%
13	M	2.99%	5.97%	26.87%	52.24%	11.94%	100.00%
14	N	1.52%	18.18%	13.64%	60.61%	6.06%	100.00%
15	O	5.71%	8.57%	22.86%	50.00%	12.86%	100.00%
16	P	4.17%	11.11%	20.83%	51.39%	12.50%	100.00%
17	Q	2.70%	8.11%	28.38%	50.00%	10.81%	100.00%
18	R	2.74%	10.96%	13.70%	60.27%	12.33%	100.00%
	<b>Grand Total</b>	<b>3.09%</b>	<b>11.01%</b>	<b>21.60%</b>	<b>55.46%</b>	<b>8.84%</b>	<b>100.00%</b>
	Mean	3.5596					
	S.D.	0.9107					

**Source: Field Investigation**



The question asked to the employees of organized retail malls such as ‘Unhealthy relations with my superiors may have impact on my decision whether to retain this job’ has been observed significantly positive. To this end, more than 80 per cent of the respondents accounted for positive response that they may leave the present assignment of mall because of unhealthy relationship at the workplace presented with the help of *Table No. 4.37* and *Chart No. 4.34*. Now this aspect could be seen controversial to the earlier explained table no. 5.36 which shows around 35 per cent of the respondents with negative feedback about relationship with coworkers.

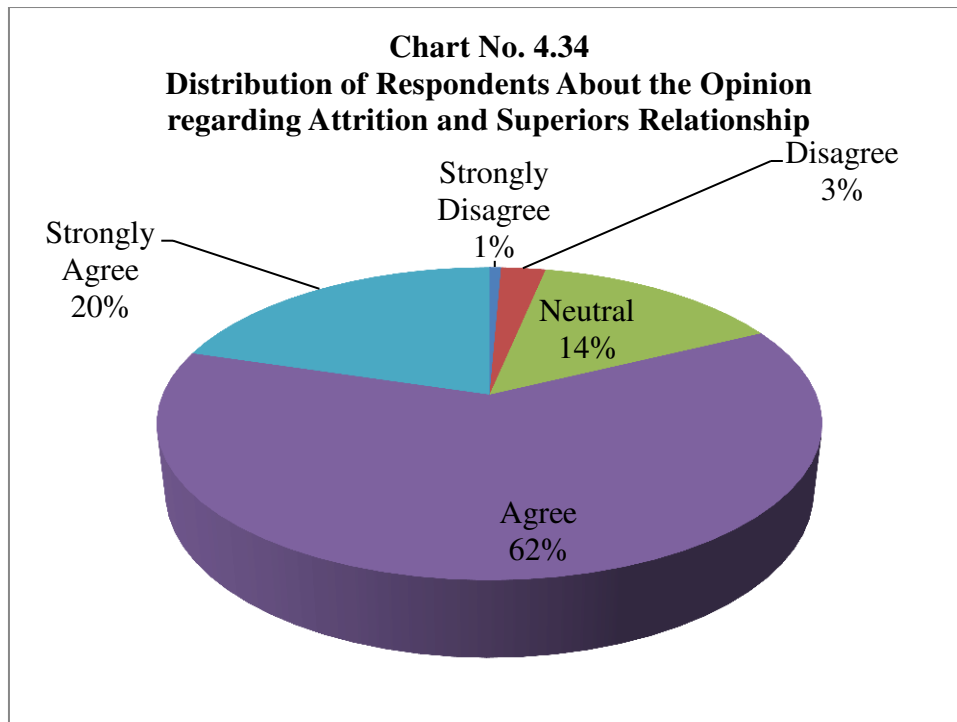
In a concluding observation at this point, it is must to mention here that, increasing attrition rate in organized retail malls could be explained by this variable of interpersonal relation at workplace, which has been presented in the next chapter on analysis of attrition trends.

Surprisingly need to be noted here that, the same question has been asked to the respondents but using different style of wording, and got interesting results, which have been presented in the next section.

**Table No. 4.37**  
**Distribution of Respondents about the Opinion regarding Attrition and**  
**Superiors Relationship**  
**(In Per cent)**

S.N.	Name of the Organization	Unhealthy relations with my superiors may have impact on my decision whether to retain this job.					
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	A	0.00%	1.39%	11.11%	72.22%	15.28%	100.00%
2	B	0.00%	0.00%	10.34%	67.24%	22.41%	100.00%
3	C	0.00%	1.61%	19.35%	54.84%	24.19%	100.00%
4	D	0.00%	3.28%	13.11%	59.02%	24.59%	100.00%
5	E	1.52%	3.03%	16.67%	66.67%	12.12%	100.00%
6	F	0.00%	0.00%	15.15%	51.52%	33.33%	100.00%
7	G	1.49%	2.99%	19.40%	61.19%	14.93%	100.00%
8	H	0.00%	3.13%	12.50%	67.19%	17.19%	100.00%
9	I	1.61%	3.23%	12.90%	61.29%	20.97%	100.00%
10	J	1.49%	2.99%	14.93%	64.18%	16.42%	100.00%
11	K	0.00%	0.00%	21.31%	57.38%	21.31%	100.00%
12	L	0.00%	5.63%	16.90%	59.15%	18.31%	100.00%
13	M	1.49%	0.00%	11.94%	61.19%	25.37%	100.00%
14	N	0.00%	9.09%	13.64%	60.61%	16.67%	100.00%
15	O	1.43%	2.86%	10.00%	64.29%	21.43%	100.00%
16	P	1.39%	1.39%	11.11%	62.50%	23.61%	100.00%
17	Q	1.35%	1.35%	17.57%	59.46%	20.27%	100.00%
18	R	0.00%	4.11%	13.70%	63.01%	19.18%	100.00%
	<b>Grand Total</b>	<b>0.67%</b>	<b>2.59%</b>	<b>14.51%</b>	<b>61.88%</b>	<b>20.35%</b>	<b>100.00%</b>
	Mean	3.9867					
	S.D.	0.7158					

**Source: Field Investigation**



As has been pointed out in the earlier paragraph, *Table No. 4.38* presents the analysis of same question of unhealthy relationship with coworkers and its impact on decision to quit the present job as asked previously in the table no. 5.37. It would be seen that, more than 60 per cent respondents did not shared any opinion and kept quite on this aspect but according to table no. 5.37 more than 80 per cent said they will not retain at the workplace if relationship with coworkers will not be healthy.

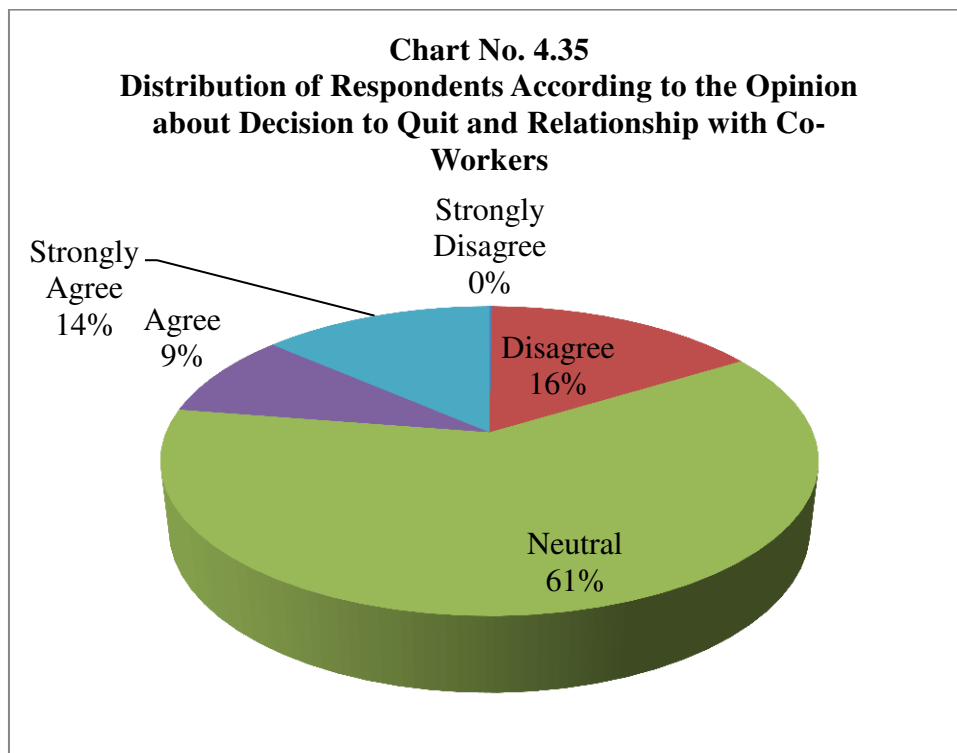
This situation leads to interpret that, unhealthy relationship at the workplace will surely contribute to reducing rate of retention but it will not considered significantly at the time of taking decision to quit the present assignment.

**Table No. 4.38**  
**Distribution of Respondents According to the Opinion about Decision to Quit and Relationship with Co-Workers**  
**(In Per cent)**

S.N.	Name of the Organization	I may quit the job due to unhealthy relations with co-workers.					Grand Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
I	II	III	IV	V	VI	VII	VIII
1	A	0.00%	19.44%	58.33%	11.11%	11.11%	100.00%
2	B	0.00%	18.97%	53.45%	6.90%	20.69%	100.00%
3	C	0.00%	19.35%	58.06%	12.90%	9.68%	100.00%
4	D	0.00%	8.20%	63.93%	9.84%	18.03%	100.00%
5	E	0.00%	19.70%	60.61%	4.55%	15.15%	100.00%

6	F	1.52%	12.12%	66.67%	9.09%	10.61%	100.00%
7	G	0.00%	14.93%	65.67%	7.46%	11.94%	100.00%
8	H	0.00%	10.94%	59.38%	7.81%	21.88%	100.00%
9	I	0.00%	17.74%	61.29%	11.29%	9.68%	100.00%
10	J	0.00%	16.42%	65.67%	7.46%	10.45%	100.00%
11	K	0.00%	14.75%	62.30%	9.84%	13.11%	100.00%
12	L	0.00%	12.68%	70.42%	7.04%	9.86%	100.00%
13	M	0.00%	11.94%	65.67%	11.94%	10.45%	100.00%
14	N	0.00%	21.21%	68.18%	6.06%	4.55%	100.00%
15	O	1.43%	15.71%	54.29%	10.00%	18.57%	100.00%
16	P	0.00%	20.83%	52.78%	9.72%	16.67%	100.00%
17	Q	0.00%	13.51%	63.51%	10.81%	12.16%	100.00%
18	R	0.00%	20.55%	52.05%	6.85%	20.55%	100.00%
	<b>Grand Total</b>	<b>0.17%</b>	<b>16.10%</b>	<b>61.22%</b>	<b>8.92%</b>	<b>13.59%</b>	<b>100.00%</b>
	Mean	3.1968					
	S.D.	0.8732					

Source: Field Investigation



It is worth mentioning some significant points in a summary fashion to develop reasonable understanding on the parameter- interpersonal relationship at workplace and its role in causing attrition. Thus, primarily to mention, there is no significant relationship has been observed during the investigation between interpersonal relationship and longer association of workers with organized retail malls. Secondly, in the organized retail malls relations with superiors found healthy and with coworkers it has also found healthy but to the some extent. Finally according



to the investigated data, it may be pointed out that interpersonal relations may be considered by the employees of organized retail malls while deciding to quite present assignment.

#### Section-(h):

#### Other Miscellaneous Causes

The causes other than presented in section-(a) to section-(g) behind triggering attrition phenomena have been quantified, analyzed and presented in this section-(h). Again, five significant parameters have been indentified which did not covered in the previous work of this chapter have been presented in the further paragraphs.

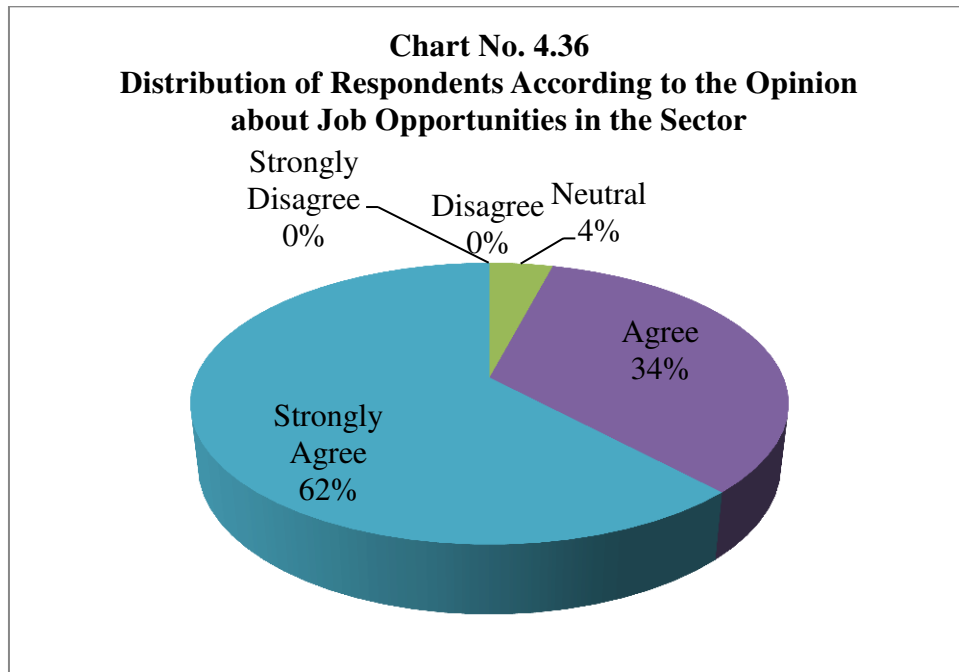
Switching over the job has been found easy due to ample job opportunities in the organized retail malls. This aspect has been supported by more than 95 per cent of the respondents. Increasing supply of job opportunities made it easy to find suitable job in the same industry and sector of organized retail malls contributing to the rising of attrition rate and supports wage war in the sector. *Table No. 4.39* and *Pie Chart No. 4.39* depicts this fact appropriately.

**Table No. 4.39**  
**Distribution of Respondents According to the Opinion about Job Opportunities in the Sector (In Per cent)**

S.N.	Name of the Organization	I feel it is easy to switch over the job due to ample job opportunities in this Sector.					Grand Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
I	II	III	IV	V	VI	VII	VIII
1	A	0.00%	0.00%	4.17%	36.11%	59.72%	100.00%
2	B	0.00%	0.00%	1.72%	37.93%	60.34%	100.00%
3	C	0.00%	0.00%	3.23%	33.87%	62.90%	100.00%
4	D	0.00%	0.00%	4.92%	32.79%	62.30%	100.00%
5	E	0.00%	0.00%	4.55%	36.36%	59.09%	100.00%
6	F	0.00%	0.00%	3.03%	40.91%	56.06%	100.00%
7	G	0.00%	0.00%	5.97%	29.85%	64.18%	100.00%
8	H	0.00%	0.00%	6.25%	32.81%	60.94%	100.00%
9	I	0.00%	0.00%	8.06%	29.03%	62.90%	100.00%
10	J	0.00%	0.00%	1.49%	31.34%	67.16%	100.00%
11	K	0.00%	0.00%	1.64%	36.07%	62.30%	100.00%
12	L	0.00%	0.00%	5.63%	32.39%	61.97%	100.00%
13	M	0.00%	0.00%	8.96%	19.40%	71.64%	100.00%
14	N	0.00%	0.00%	0.00%	33.33%	66.67%	100.00%

15	O	0.00%	0.00%	4.29%	38.57%	57.14%	100.00%
16	P	0.00%	0.00%	2.78%	36.11%	61.11%	100.00%
17	Q	0.00%	0.00%	5.41%	36.49%	58.11%	100.00%
18	R	0.00%	0.00%	1.37%	36.99%	61.64%	100.00%
	<b>Grand Total</b>	<b>0.00%</b>	<b>0.00%</b>	<b>4.09%</b>	<b>33.94%</b>	<b>61.97%</b>	<b>100.00%</b>
	Mean	4.5788					
	S.D.	0.5708					

Source: Field Investigation



It has been observed from the responses of organized retail mall employees that the nature of working in malls is not that much of hectic and it is something like routine kind of work. This aspect has been supported by more than 80 per cent of the respondents described in the *Table No. 4.40* and appropriately illustrated by *Chart No. 4.37*.

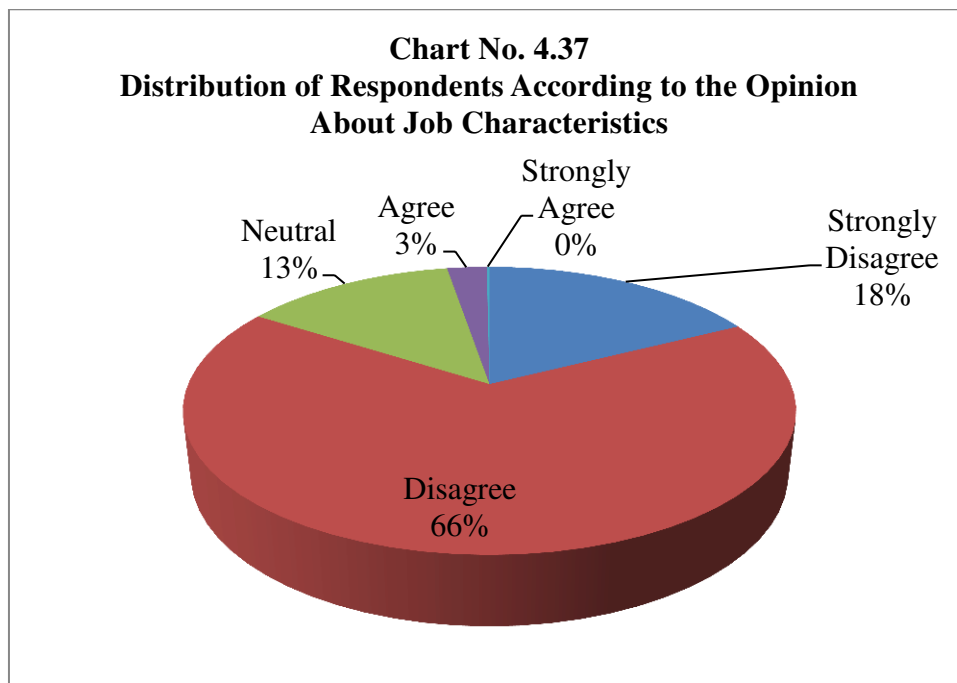
Thus, no challenge in job assignment could be one of the reasons for higher rate of attrition in the organized retail malls.

**Table No. 4.40**  
**Distribution of Respondents According to the Opinion about Job Characteristics**  
**(In Per cent)**

S.N.	Name of the Organization	The nature of job in this organization is more hectic.					Grand Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
I	II	III	IV	V	VI	VII	VIII

1	A	23.61%	66.67%	9.72%	0.00%	0.00%	100.00%
2	B	13.79%	63.79%	17.24%	5.17%	0.00%	100.00%
3	C	17.74%	64.52%	9.68%	6.45%	1.61%	100.00%
4	D	22.95%	59.02%	16.39%	1.64%	0.00%	100.00%
5	E	19.70%	69.70%	9.09%	1.52%	0.00%	100.00%
6	F	24.24%	65.15%	9.09%	1.52%	0.00%	100.00%
7	G	10.45%	80.60%	5.97%	2.99%	0.00%	100.00%
8	H	20.31%	65.63%	12.50%	0.00%	1.56%	100.00%
9	I	19.35%	66.13%	12.90%	1.61%	0.00%	100.00%
10	J	11.94%	71.64%	14.93%	1.49%	0.00%	100.00%
11	K	21.31%	70.49%	3.28%	4.92%	0.00%	100.00%
12	L	12.68%	66.20%	19.72%	1.41%	0.00%	100.00%
13	M	16.42%	58.21%	22.39%	2.99%	0.00%	100.00%
14	N	12.12%	72.73%	13.64%	1.52%	0.00%	100.00%
15	O	21.43%	61.43%	14.29%	2.86%	0.00%	100.00%
16	P	18.06%	58.33%	19.44%	4.17%	0.00%	100.00%
17	Q	13.51%	68.92%	14.86%	2.70%	0.00%	100.00%
18	R	17.81%	65.75%	13.70%	2.74%	0.00%	100.00%
	<b>Grand Total</b>	<b>17.60%</b>	<b>66.39%</b>	<b>13.34%</b>	<b>2.50%</b>	<b>0.17%</b>	<b>100.00%</b>
	Mean	2.0125					
	S.D.	0.6517					

Source: Field Investigation



Organized retail mall jobs are quite comfortable considering the time for breaks and relaxation. With the help of *Table No. 4.41* and *Pie Chart No. 4.38* this aspect been presented efficiently. Therefore, it would be seen from the table and chart that slightly less than 70 per cent (69.89 per cent to be exact) of respondents stated

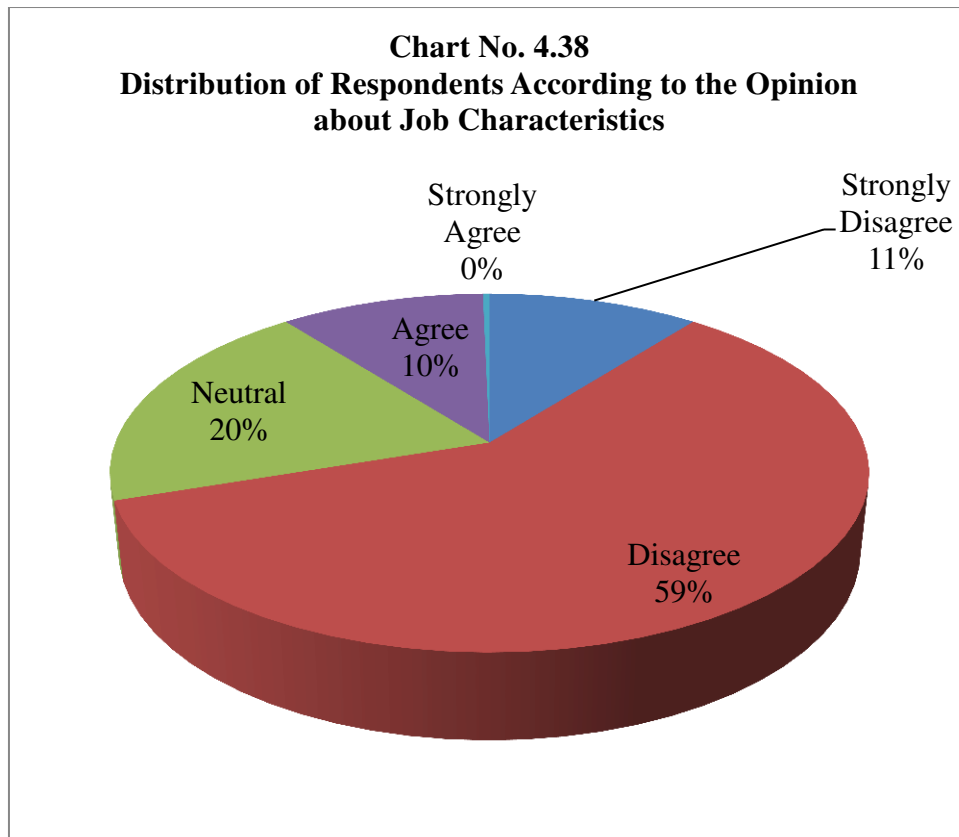
their unfavorable response regarding the fact that “*due to high commitment towards job, employees hardly get time for breaks and relaxation.*”

In this way of matter, it can be safely interpreted that in organized retail malls employees are getting due time for relaxation.

**Table No. 4.41**  
**Distribution of Respondents According to the Opinion about Job Characteristics**  
**(In Per cent)**

S.N.	Name of the Organization	Due to high commitment towards job, employees hardly get time for breaks and relaxation.					
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	A	13.89%	59.72%	19.44%	6.94%	0.00%	100.00%
2	B	6.90%	68.97%	15.52%	8.62%	0.00%	100.00%
3	C	11.29%	59.68%	16.13%	11.29%	1.61%	100.00%
4	D	13.11%	57.38%	21.31%	8.20%	0.00%	100.00%
5	E	9.09%	53.03%	19.70%	18.18%	0.00%	100.00%
6	F	15.15%	54.55%	22.73%	7.58%	0.00%	100.00%
7	G	4.48%	59.70%	23.88%	11.94%	0.00%	100.00%
8	H	17.19%	64.06%	14.06%	4.69%	0.00%	100.00%
9	I	11.29%	59.68%	22.58%	4.84%	1.61%	100.00%
10	J	5.97%	49.25%	26.87%	17.91%	0.00%	100.00%
11	K	11.48%	59.02%	22.95%	6.56%	0.00%	100.00%
12	L	8.45%	60.56%	15.49%	14.08%	1.41%	100.00%
13	M	10.45%	65.67%	13.43%	8.96%	1.49%	100.00%
14	N	15.15%	53.03%	18.18%	13.64%	0.00%	100.00%
15	O	14.29%	57.14%	17.14%	11.43%	0.00%	100.00%
16	P	6.94%	66.67%	16.67%	9.72%	0.00%	100.00%
17	Q	5.41%	62.16%	20.27%	12.16%	0.00%	100.00%
18	R	10.96%	57.53%	24.66%	6.85%	0.00%	100.00%
	<b>Grand Total</b>	<b>10.59%</b>	<b>59.30%</b>	<b>19.52%</b>	<b>10.26%</b>	<b>0.33%</b>	<b>100.00%</b>
	Mean	2.3044					
	S.D.	0.8058					

**Source: Field Investigation**



An effort has been made to investigate the responses of employees regarding their way of thinking towards jobs in organized retail malls. Thus, question has been raised to ask suitability of the organized retail mall job according to the age group. It would be seen from the *Table No. 4.42* and *Pie Chart No. 4.39* that more than 30 per cent of the respondents mentioned that organized retail malls are the places to work for any age group. While half of the respondents observed neutral on the age group and working in the organized retail mall. And only approximately 17 per cent of the respondents said that organized retail malls job is suitable for young people approximately till the age of 40 years.

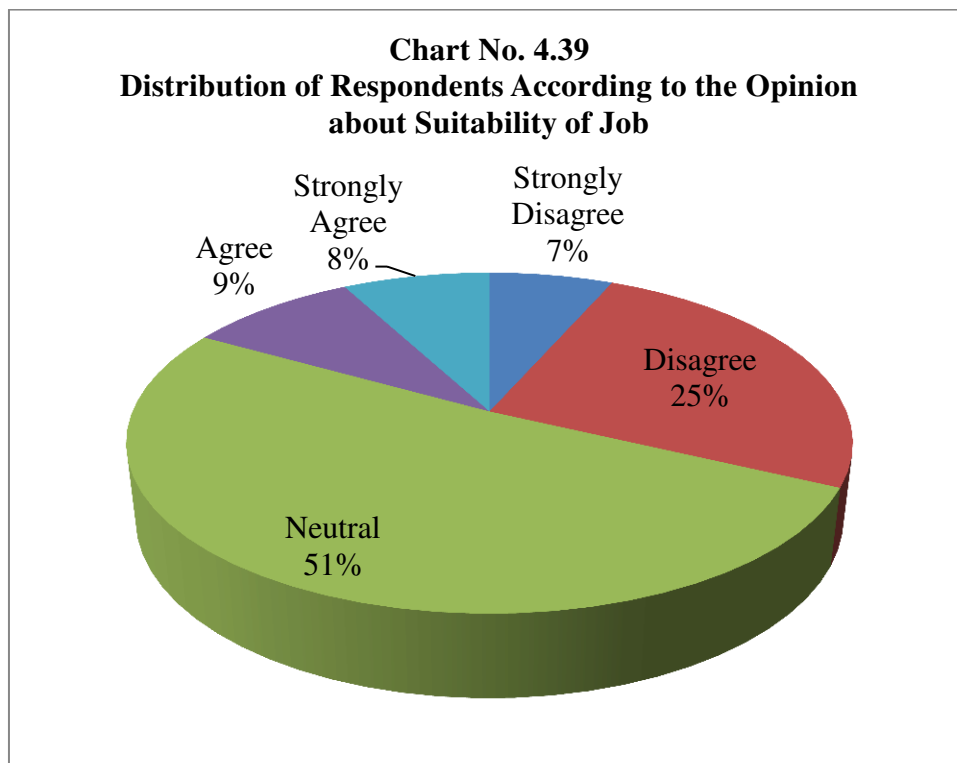
Ultimately, it may be pointed out based on the statistical measures namely, standard deviation, that jobs in an organized retail mall is not quite suitable for the young people approximately till the age of 40 years.

**Table No. 4.42**  
**Distribution of Respondents According to the Opinion about Suitability of Job (In Per cent)**

S.N.	Name of the Organization	I feel this type of jobs is suitable for young people approximately till the age of 40 years					
		Strongly	Disagree	Neutral	Agree	Strongly	Grand

		Disagree				Agree	Total
I	II	III	IV	V	VI	VII	VIII
1	A	6.94%	20.83%	47.22%	16.67%	8.33%	100.00%
2	B	10.34%	29.31%	55.17%	3.45%	1.72%	100.00%
3	C	3.23%	14.52%	69.35%	4.84%	8.06%	100.00%
4	D	3.28%	31.15%	54.10%	4.92%	6.56%	100.00%
5	E	9.09%	25.76%	51.52%	4.55%	9.09%	100.00%
6	F	6.06%	36.36%	45.45%	4.55%	7.58%	100.00%
7	G	14.93%	17.91%	53.73%	8.96%	4.48%	100.00%
8	H	3.13%	29.69%	56.25%	7.81%	3.13%	100.00%
9	I	6.45%	27.42%	48.39%	6.45%	11.29%	100.00%
10	J	4.48%	20.90%	52.24%	13.43%	8.96%	100.00%
11	K	9.84%	22.95%	57.38%	4.92%	4.92%	100.00%
12	L	5.63%	26.76%	40.85%	14.08%	12.68%	100.00%
13	M	7.46%	23.88%	49.25%	8.96%	10.45%	100.00%
14	N	10.61%	34.85%	39.39%	9.09%	6.06%	100.00%
15	O	1.43%	27.14%	55.71%	8.57%	7.14%	100.00%
16	P	4.17%	20.83%	48.61%	13.89%	12.50%	100.00%
17	Q	8.11%	25.68%	45.95%	12.16%	8.11%	100.00%
18	R	4.11%	23.29%	53.42%	10.96%	8.22%	100.00%
	<b>Grand Total</b>	<b>6.59%</b>	<b>25.44%</b>	<b>51.13%</b>	<b>9.01%</b>	<b>7.84%</b>	<b>100.00%</b>
	Mean	2.8607					
	S.D.	0.9502					

Source: Field Investigation



Organized retail malls are providing benefits of discounts and offers on available products and services to their employees. Interestingly to be noted that,

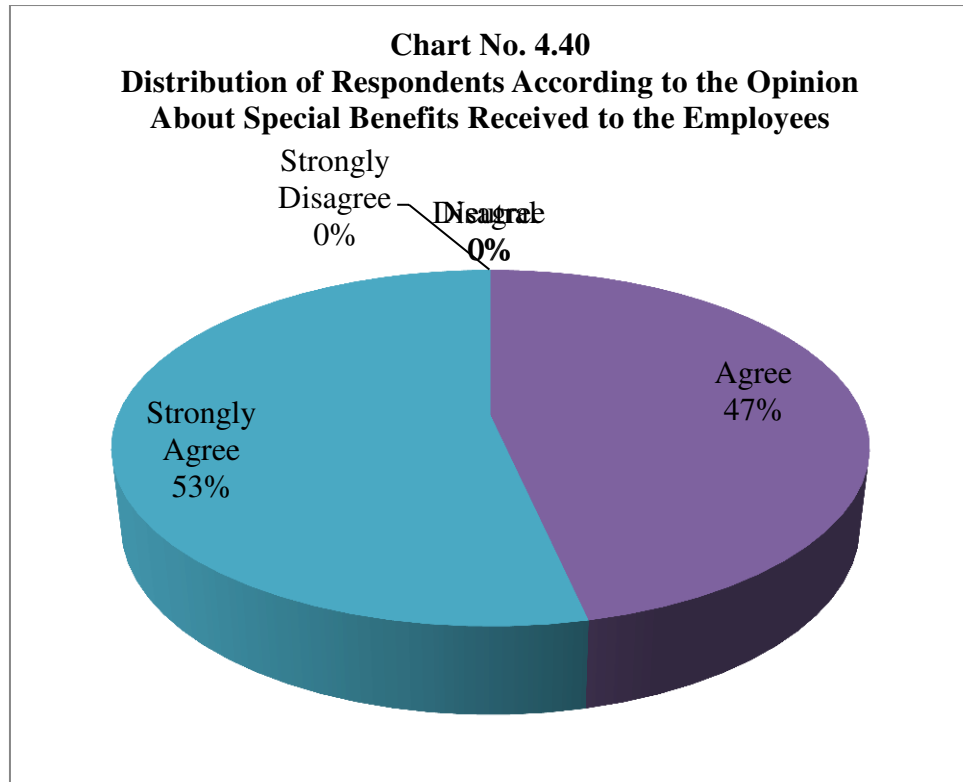
almost all the employees have been responded positively to this fact that, organized retail malls are practicing the process of providing discounts on products available to the employees. This aspect has been provided with the help of *Table No. 4.43* and appropriately presented in the *Pie Chart No. 4.40*.

Providing discounts and benefits on available products certainly contribute to the retention of employees ultimately effecting on reducing attrition rate.

**Table No. 4.43**  
**Distribution of Respondents According to the Opinion about Special Benefits Received to the Employees (In Per cent)**

S.N.	Name of the Organization	In this organization employees enjoy special benefits of discounts and offers on the available products & services.					
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Grand Total
I	II	III	IV	V	VI	VII	VIII
1	A	0.00%	0.00%	0.00%	44.44%	55.56%	100.00%
2	B	0.00%	0.00%	0.00%	50.00%	50.00%	100.00%
3	C	0.00%	0.00%	0.00%	48.39%	51.61%	100.00%
4	D	0.00%	0.00%	0.00%	52.46%	47.54%	100.00%
5	E	0.00%	0.00%	0.00%	56.06%	43.94%	100.00%
6	F	0.00%	0.00%	0.00%	43.94%	56.06%	100.00%
7	G	0.00%	0.00%	0.00%	37.31%	62.69%	100.00%
8	H	0.00%	0.00%	0.00%	48.44%	51.56%	100.00%
9	I	0.00%	0.00%	0.00%	50.00%	50.00%	100.00%
10	J	0.00%	0.00%	0.00%	38.81%	61.19%	100.00%
11	K	0.00%	0.00%	0.00%	54.10%	45.90%	100.00%
12	L	0.00%	0.00%	0.00%	40.85%	59.15%	100.00%
13	M	0.00%	0.00%	0.00%	53.73%	46.27%	100.00%
14	N	0.00%	0.00%	0.00%	42.42%	57.58%	100.00%
15	O	0.00%	0.00%	0.00%	45.71%	54.29%	100.00%
16	P	0.00%	0.00%	0.00%	50.00%	50.00%	100.00%
17	Q	0.00%	0.00%	0.00%	45.95%	54.05%	100.00%
18	R	0.00%	0.00%	0.00%	38.36%	61.64%	100.00%
	<b>Grand Total</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>46.54%</b>	<b>53.46%</b>	<b>100.00%</b>
	Mean	4.5346					
	S.D.	0.4990					

**Source: Field Investigation**



In a summary, it has to be noted that ample opportunities in organized retail malls made it easy to switch job. Nature of job in organized retail is not hectic in short it may leads to boredom. Work life balance can be managed by working in organized retail malls results in comfortable to work in this sector to irrespective of age group. Additional significant stimuli for retaining employees may be constitute as an allowing benefits and special discounts on available products and services for employees.



## **Chapter-5**

### **Analysis of the Data – Trends of Attrition Rates**

#### **Introductory Comments**

This chapter of analysis has been presented to focus primarily on investigation regarding trends of attrition in organized retail malls. Keeping in mind these objectives, an effort has been made to critically examine the attrition trend observed in the organized retail malls. Moreover, keeping in mind, the discussion offered in the chapter-3 on research methodology, relevant data has been gathered to generate and calculate rate of attrition for select financial years and as well as for select organized retail malls. Yet, it has been already discussed, though; it begs repetition considering the present chapter.

#### **PART-I:**

##### **Analysis of attrition rates in organized retail malls**

In the present part of this chapter, an effort has been made to calculate rate of attrition for the select years in regards with the malls considered under the study. As has been already mentioned in the chapter of research methodology, in current situation, no any organization has been using equivalent formula to calculate rate of attrition. Thus, keeping in objectives of the present study and also, specifically of the present part, it has been rigorously required to calculate rate of attrition which may can be used to compare with the other parameters.

Hence, in this view of matter, basic data has been collected for calculating rate of attrition. Specifically speaking, these basic data consist of; (a) number of employees at the beginning of the financial year; (b) number of employees left during that financial year; (c) number employees newly joined or replaced during the year; and finally (d) number of employees retained at the end of that financial year. These four variables are considered as the basic source of data for calculating the attrition rate of the particular organized retail malls. It also needs to be mentioned more importantly that, these same variables have been also considered for the entire span of time period to calculate rate of attrition. Thus, finally, for the present study, attrition

trends have been studied for the period starting from 2009-10 to 2014-15 (for 6 years).

Considering the above discussion and also taking into account all the variables mentioned above, rate of attrition has been calculated using below mentioned simple formula.

$$\text{Attrition Rate} = \left( \frac{\text{No. of employees who left in the year}}{\text{Average employees in the year}} \right) \times 100$$

\*Average employees in the year = (Employees at the beginning + Employees at the end) ÷ 2

In short, for the present study, attrition rate may be defined mathematically as, a per cent proportion of the number of employees left during the period to the average employees in the year. This formula further ensures the quotient of relationship between the employees who quit to the total employees worked and still working the company. As has been seen from the data below, in organized retail malls, attrition rate has been observed at relatively high level. Thus, to reduce, shocking results of attrition rate of such a high pick nature, summation of these all variables (namely, no. of employees at the beginning, no. of employees newly joined and no. of employees retained) have been considered as a denominator of the above formula. In short, this method of calculating attrition rate implies that, the percentages considered as rate of attrition does not necessarily mean that, these much of employees have been left from the assignment. To simplify, for example, if attrition rate observed to be 45 per cent does not imply that 45 employees has been left out of 100 employees. Instead, it may be inferred that the quotient of attrition is 45 in the considered mall for the purpose of only comparison and analysis of the trend of attrition.

Now, for the purpose of this study, this part has been presented with the help of two sections. Therefore, *Section-(i)* of the present part discusses and analyses the trend of attrition rates across select malls and according to the years considered. In *Section-(ii)*, trend of attrition rates has been studied according to the specific malls.

### **Section-(i)**

#### **Trend of attrition rates according to select years**

The present section focusing on trends of attrition rates observed in the organized retail malls have been presented here according to the years which have been considered during the study. Moreover, as has been clearly indicated in the

introductory observations of the present chapter, six financial years have been considered to further investigate the attrition trend. In the present section, each year has been separately studied to draw logical conclusions. Thus, this aspect of attrition trends have been presented here with the help of 12 tables and illustrated by 2 appropriate charts.

### ***Financial year 2009-10***

Subsequently, the data of the attrition and the rate of attrition for the year 2009-10 have been presented with the help of **Table No. 5.1**. For that particular year, on the behalf of the tabulated data, it may be seen that, total 555 employees have been quitted the assignment. During the year, total 487 employees have been joined. But still it has not been sufficient if one looks at the quits. According to the formula discussed earlier, the average attrition for this year (that is for 2009-10) based on the data of selected 18 malls accounted for approximately 45 per cent. This heavy rate of attrition resulted in the reduction of retained workforce in the organized retail malls. In the present case, total 1271 employees were on the role of the mall, which comes to 1203 at the end of the year leaving behind the shortage of 69 employees.

Speaking in terms of the rate of attrition, highest rate of attrition has been registered for this year in the mall, namely, 'K' registering at 67 per cent of the attrition rate during the year and the minimum rate of attrition observed with the mall, namely, 'F' for the current period of time. It would be seen further that, total 10 malls registered rate of attrition higher than the average rate for this particular year while 7 malls observed less than average rate of attrition and. The fact of registering below average rate also would not be healthy as minimum rate observed for this year is 27 per cent.

Ultimately, it may be noted that in the year 2009-10 organized retail malls has observed severe drop outs of the employees during considerable short time period. It also would need to emphasize the fact that attrition in the organized retail malls is significant and worrying.

**Table No. 5.1****Rate of Attrition for the Year 2009-10**

Sr. No.	Name of Mall	Number of Employees					Attrition Rate
		At beginning of the year	New Joined	Quits during the year	At the end of the year		
I	II	III	IV	V	VI	VII	
1	A	90	16	40	66	52	
2	B	75	43	53	65	48	
3	C	60	37	29	68	46	
4	D	40	36	22	54	47	
5	E	82	17	39	60	55	
6	F	61	23	15	69	27	
7	G	79	9	33	55	50	
8	H	69	28	19	78	26	
9	I	78	41	26	93	30	
10	J	56	40	31	65	52	
11	K	43	17	26	34	67	
12	L	86	36	38	84	45	
13	M	61	22	28	55	49	
14	N	80	29	36	73	47	
15	O	55	17	21	51	40	
16	P	98	1	38	61	48	
17	Q	73	38	31	80	41	
18	R	85	37	30	92	34	
	<b>TOTAL</b>	<b>1271</b>	<b>487</b>	<b>555</b>	<b>1203</b>	<b>45</b>	

In a more technical way, *Table No. 5.1* furnishes details on descriptive statistics for observed rate of attrition with reference to year 2009-10. Considering the arithmetic mean of 44.6625 along with standard deviation of 10.22 and the minimum and maximum observed values of attrition, it may be conclude that attrition rates in organized retail malls are at the higher alarming stage also it seems unrealistic to interpret any solid trend from the data because of the significant variation in the data. Thus, at this stage, it may be concluded that, rate of attrition for the year 2009-10 was significant in the organized retail malls.

**Table No. 5.1 (A)****Descriptive Statistics of Attrition Rate for the Year 2009-10**

<b>Sr. No.</b>	<b>Measures of Descriptive Statistics</b>	<b>Observed Value</b>
<b>I</b>	<b>II</b>	<b>III</b>
1	Mean	44.6625
2	Standard Error	2.4096
3	Median	46.9840
4	Standard Deviation	10.2230
5	Kurtosis	0.4606
6	Skewness	-0.1326
7	Minimum	26.4151
8	Maximum	67.1498

**Financial year 2010-11**

Table No. 5.2 presents the data on attrition rates for the period of financial year 2010-11. This year stands as second year in the data of considered attrition rates. During the year average rate of attrition observed to be 41 per cent in the select organized retail malls. This average rate of attrition rate observed based on the total 511 quits during the year, with addition of the manpower observed as 603. The backlog of the negative gap between outgoing employees and new joined employees observed during last year has been covered in this year with addition of the 92 new employees than who left. It also must be noted that, as compared with the earlier year, rate of attrition has been observed comparatively at lower level. Specifically speaking, attrition has been observed reduced by 4 per cent than previous year.

**Table No. 5.2****Rate of Attrition for the Year 2010-11**

<b>Sr. No.</b>	<b>Name of Mall</b>	<b>Number of Employees</b>				<b>Attrition Rate</b>
		<b>At beginning of the year</b>	<b>New Joined</b>	<b>Quits during the year</b>	<b>At the end of the year</b>	
<b>I</b>	<b>II</b>	<b>III</b>	<b>IV</b>	<b>V</b>	<b>VI</b>	<b>VII</b>
1	A	66	37	33	70	48
2	B	65	33	27	71	39
3	C	68	28	30	66	45

4	D	54	31	25	60	43
5	E	60	42	27	75	40
6	F	69	31	26	74	36
7	G	55	35	23	67	37
8	H	78	23	35	66	49
9	I	93	18	30	81	34
10	J	65	30	31	64	48
11	K	34	37	21	50	51
12	L	84	32	29	87	34
13	M	55	43	28	70	44
14	N	73	38	30	81	39
15	O	51	48	24	75	38
16	P	61	32	26	67	41
17	Q	80	40	36	84	44
18	R	92	26	31	87	35
	TOTAL	1203	603	511	1295	41

It also has to be mentioned that, during the year, total 8 mall's rate of attrition has been observed more than average rate of attrition and 9 malls observed below the average rate of attrition during this year. This aspect also observed healthy as compared to the previous year.

*Table No. 5.2 (A)* described the descriptive statistics for the year 2010-11. Considering the tabulated details regarding mean (41.33), standard deviation (5.22), minimum (34.14) and maximum (50.73), it may be concluded that, there is not a significant dispersions observed in the attritions rates for the year 2010-11. This fact implies that, the minimum average rate of attrition as compared to the earlier financial year is observed in the all considered organized retail malls with no solid statistical deviations among other organizing retail malls under consideration.

**Table No. 5.2 (A)**

**Descriptive Statistics of Attrition Rate for the Year 2010-11**

<b>Sr. No.</b>	<b>Measures of Descriptive Statistics</b>	<b>Observed Value</b>
<b>I</b>	<b>II</b>	<b>III</b>
1	Mean	41.3365
2	Standard Error	1.2322
3	Median	40.7423
4	Standard Deviation	5.2281
5	Kurtosis	-1.0831
6	Skewness	0.2718

7	Minimum	34.1463
8	Maximum	50.7389

### ***Financial year 2011-12***

An effort has been made to quantify, tabulate and present the rate of attrition for the financial year 2011-12 with the help of **Table No. 5.3 and Table No. 5.3 (A)**.

Now, focusing on the Table No. 5.3 below, it would be seen that the average rate of attrition for the select financial year observed to be around 43 per cent. If compared to the previous year's rate of attrition, it may be observed that, this year's average rate of attrition falls in middle of the previous year's rate of attrition. In a simple words, it can be mentioned that, rate of attrition for the year 2011-12 is comparatively greater than year 2010-11 and smaller than year 2009-10.

Further, total 9 malls out of 18 observed showing greater rate of attrition for the current period than overall average (observed at 43 per cent). Again, total 8 malls have observed with the attrition rates below the overall average.

It also needs to be highlighted that, during this year malls managed to replace the human resources in the place of who have left during the year, to the considerable extent. This fact cab be observed from the data mentioned in the columns of new joined and quits during the year. Thus, in the specified time frame organized retail malls experienced total quits of 559 and new joined 554 employees.

This fact reveals the situation that, organized retail malls are using appropriate strategies to attract talent towards organized retail malls.

**Table No. 5.3**

### **Rate of Attrition for the Year 2011-12**

Sr. No.	Name of Mall	Number of Employees					Attrition Rate
		At beginning of the year	New Joined	Quits during the year	At the end of the year		
I	II	III	IV	V	VI	VII	
1	A	70	30	37	63	55	
2	B	71	28	34	65	50	
3	C	66	24	29	61	45	

4	D	60	26	23	63	37
5	E	75	29	32	72	43
6	F	74	27	30	71	42
7	G	67	24	32	59	50
8	H	66	32	25	73	36
9	I	81	28	39	70	51
10	J	64	26	30	60	48
11	K	50	36	28	58	52
12	L	87	26	39	74	49
13	M	70	39	29	80	38
14	N	81	23	34	70	45
15	O	75	32	25	82	32
16	P	67	43	30	80	41
17	Q	84	44	37	91	42
18	R	87	40	29	98	31
	TOTAL	1295	554	559	1290	43

Now, looking at the descriptive statistics mentioned in the Table No. 5.3 (A), it would be seen that, attrition phenomena observed to be static as, deviation among the attrition rates of various malls does not shown significant differences. This means that, on the part of trend of attrition rates of malls have been spread equally to the considerable extent. This fact, further supported by the statics such as, mean (43.84), standard deviation (7.01), minimum rate of attrition (31.22) and maximum rate of attrition (55.31). (Details referred from *Table No. 5.3 (A)*).

Ultimately, this situation has been underlining the stability in the rate of attrition across the industry of malls in Pune. And further it may be noted that, an equal proportionate of the employees has been resigned during the year to the considered extent in the select malls.

**Table No. 5.3 (A)**

**Descriptive Statistics of Attrition Rate for the Year 2011-12**

<b>Sr. No.</b>	<b>Measures of Descriptive Statistics</b>	<b>Observed Value</b>
<b>I</b>	<b>II</b>	<b>III</b>
1	Mean	43.8414
2	Standard Error	1.6546
3	Median	44.0743
4	Standard Deviation	7.0198
5	Kurtosis	-0.8286
6	Skewness	-0.2759



7	Minimum	31.2281
8	Maximum	55.3191

### ***Financial year 2012-13***

It needs to be noted surprisingly that, an average rate of attrition for this period is similar as compared to the previous year's rate of attrition, accounted for 43 per cent. Moreover, during this year 2012-13, total 556 employees left the organized malls and further needs to be on favorable side that, total 579 employees have been joined the organized retail malls. This fact reveals that, as compared to all the previous years, organized retail sector is showing ability for attracting new professionals towards the organized malls. Obviously, it may be the result of efficient recruitment practices adopted by the malls. Further, it must be considered that, only 7 malls have registered attrition rates above the overall average observed at 43 per cent. Moreover, 5 malls were having 43 per cent rate of attrition exactly equivalence to the observed overall average rate of attrition. On the favorable side of the attrition rate, 6 malls registered attrition rate below the overall average for this particular period of financial year. All these details have been mentioned in the ***Table No. 5.4***.

Ultimately it may mentioned here that, during the span of time, organized retail malls are learning to attract additional manpower and also trying to keep attrition to extent of healthy level.

**Table No. 5.4**

### **Rate of Attrition for the Year 2012-13**

Sr. No.	Name of Mall	Number of Employees					Attrition Rate
		At beginning of the year	New Joined	Quits during the year	At the end of the year		
I	II	III	IV	V	VI	VII	
1	A	63	41	33	71	49	
2	B	65	30	28	67	42	
3	C	61	44	29	76	42	
4	D	63	24	30	57	50	
5	E	72	39	32	79	43	
6	F	71	30	32	69	45	
7	G	59	40	30	69	47	

8	H	73	41	33	81	43
9	I	70	39	29	80	39
10	J	60	39	31	68	48
11	K	58	32	27	63	44
12	L	74	23	29	68	41
13	M	80	27	24	83	30
14	N	70	24	29	65	43
15	O	82	32	35	79	43
16	P	80	16	28	68	38
17	Q	91	30	38	83	44
18	R	98	29	40	87	43
	TOTAL	1290	579	556	1313	43

On the part of descriptive statistical details for the rate of attrition for the year 2012-13, the findings mentioned above have been supported. Considering the mean (43.11), standard deviation (4.50), minimum (30.25) and maximum observation for rate of attrition (50.00); it would be noted that, there is not a significant variation between the rates of attrition of all the malls. This further means that, overall rate of attrition is the significant representative of all the rates of attrition with no significant variations. These observations, thus, supports the findings made based on the table no. 5.4 in above paragraphs (*Table No. 5.4(A)*).

**Table No. 5.4 (A)**

**Descriptive Statistics of Attrition Rate for the Year 2012-13**

Sr. No.	Measures of Descriptive Statistics	Observed Value
I	II	III
1	Mean	43.1126
2	Standard Error	1.0624
3	Median	43.1985
4	Standard Deviation	4.5074
5	Kurtosis	3.0328
6	Skewness	-1.1314
7	Minimum	30.2521
8	Maximum	50.0000

### ***Financial year 2013-14***

An overall average rate of attrition observed to be approximately 42 for the select year 2013-14(**Table No. 5.5**). This is the second lowest average rate of attrition in entire time period under consideration (41 per cent average attrition rate has been registered for 2010-11). In accordance with the average rate of attrition, it may be mentioned that, total 11 malls registered rate of attrition more than the overall average rate of attrition, which is 42 per cent. Moreover, only 5 malls falls under the category of lower rate of attrition than overall observed average rate (42 per cent) while, 2 malls registered approximately same rate of attrition like overall average rate of 42 per cent. These figures shows that, though overall average rate of attrition is comparatively satisfactory but significantly larger number of malls falls under the attrition rate which is higher than the overall rate of attrition. In spite of this fact, it also must be pointed out favorably that, during the year, total 597 employees have been joined the mall jobs in place of the quits for 562 employees. This also would support the fact that, organized retail malls have witnessed successful recruitment strategies to attract professionals towards the retail industry.

**Table No. 5.5**

#### **Rate of Attrition for the Year 2013-14**

Sr. No.	Name of Mall	Number of Employees				Attrition Rate
		At beginning of the year	New Joined	Quits during the year	At the end of the year	
I	II	III	IV	V	VI	VII
1	A	71	41	32	80	43
2	B	67	31	30	68	45
3	C	76	29	33	72	44
4	D	57	40	28	69	44
5	E	79	32	37	74	48
6	F	69	32	28	73	39
7	G	69	37	32	74	45
8	H	81	25	34	72	44
9	I	80	22	33	69	44
10	J	68	40	31	77	43
11	K	63	33	26	70	39
12	L	68	39	30	77	42
13	M	83	27	34	76	43
14	N	65	31	21	75	30

15	O	79	29	28	80	35
16	P	68	43	31	80	42
17	Q	83	33	34	82	41
18	R	87	33	40	80	48
	TOTAL	1313	597	562	1348	42

Now, on the part of descriptive statistics, considering mean (42.07), standard deviation (4.24), minimum (30.23) and maximum (47.70), it may be mentioned that, rate of attritions for this year are not having significant deviations. Thus, in short, it may be mentioned that, the observed mean of the attrition rates is significantly true representative of the sample data. Thus, the implications of this generalization may be said as the most of organized retail malls are having ‘mean’ near about 43 per cent  $\pm 4.2$ , which is less significant. (*Table No. 5.5 (A)*)

**Table No. 5.5 (A)**

**Descriptive Statistics of Attrition Rate for the Year 2013-14**

Sr. No.	Measures of Descriptive Statistics	Observed Value
I	II	III
1	Mean	42.0789
2	Standard Error	1.0003
3	Median	43.1127
4	Standard Deviation	4.2441
5	Kurtosis	2.6598
6	Skewness	-1.4136
7	Minimum	30.2326
8	Maximum	47.7032

***Financial year 2014-15***

An average rate of attrition for this select year has been observed to be at 43 per cent. It may be noted that, during these last 3 years, namely, 2012-13, 2013-14 and 2014-15 an average rate of attritions have been observed around between 40-45 per cent, highlighting the fact of stabilized quits and controlled attrition. Though, this should not be appreciated because 40 per cent attrition rate is also a crucial phenomenon witnessed by the organized retail malls.

Further on the part of attrition rates, it may be noted that, total 7 malls experienced rate of attrition more and above than the observed overall rate of attrition (that is 43 per cent). On the favorable side, total 9 malls registered rate of attrition less than overall average rate of attrition. Neutrally, 2 malls have observed attrition rates same as overall rate of attrition.

During this year, total 571 employees have been quitted the mall jobs and also 554 employees newly joined. These figures underline the fact that, during this turnover total 17 employees fall short in comparison with the leaving employees. This situation reveals that, malls weaken their strategies to replace the existing positions or maybe they have dropped some designations and managed to attain objectives with the help of available manpower. All the above details discussed have been presented with the help of *Table No. 5.6*.

**Table No. 5.6**

**Rate of Attrition for the Year 2014-15**

Sr. No.	Name of Mall	Number of Employees					Attrition Rate
		At beginning of the year	New Joined	Quits during the year	At the end of the year		
I	II	III	IV	V	VI	VII	
1	A	80	31	36	75	47	
2	B	68	29	31	66	46	
3	C	72	36	31	77	42	
4	D	69	20	32	57	50	
5	E	74	36	32	78	42	
6	F	73	26	28	71	39	
7	G	74	22	32	64	47	
8	H	72	30	29	73	40	
9	I	69	25	30	64	45	
10	J	77	36	34	79	44	
11	K	70	29	33	66	48	
12	L	77	31	33	75	43	
13	M	76	32	31	77	40	
14	N	75	31	32	74	43	
15	O	80	26	31	75	40	
16	P	80	34	32	82	39	
17	Q	82	50	32	100	35	
18	R	80	31	33	78	42	
	TOTAL	1348	554	571	1331	43	

On the part of descriptive statistics, it has to be noted that mean (42.84 per cent) is significant because of the negligible standard deviation of 3.81. This information implies that, the calculated mean for this year is significantly a true representative of the rate of mean rate of attrition for the select malls.

**Table No. 5.6 (A)**

**Descriptive Statistics of Attrition Rate for the Year 2014-15**

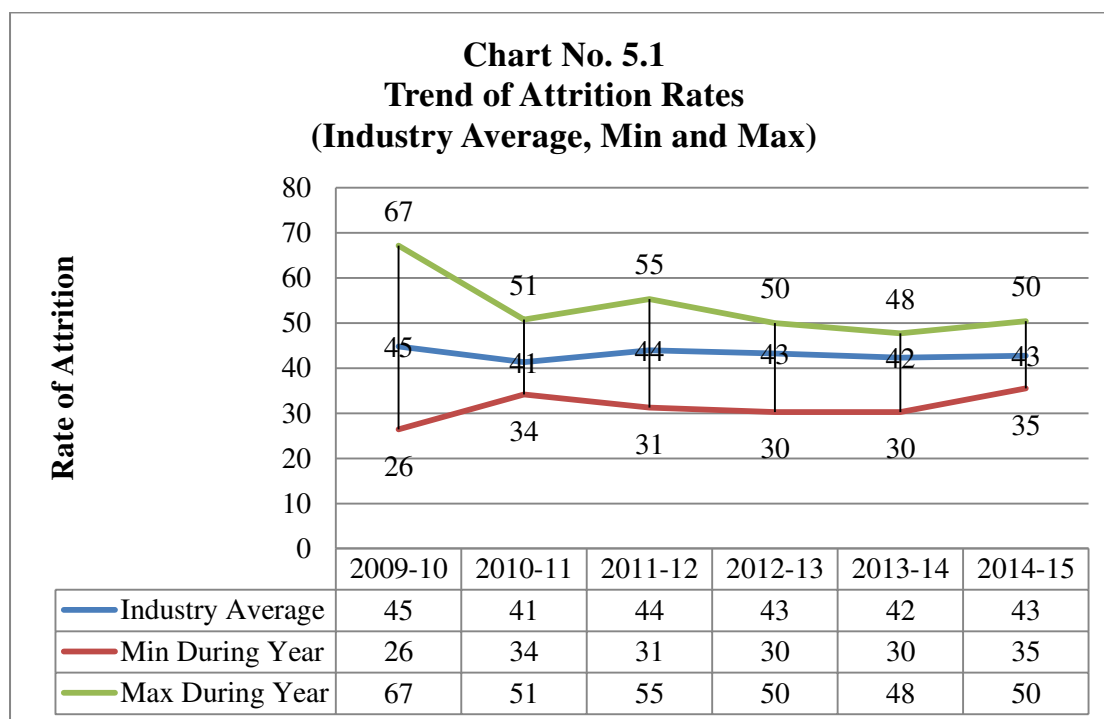
<b>Sr. No.</b>	<b>Measures of Descriptive Statistics</b>	<b>Observed Value</b>
<b>I</b>	<b>II</b>	<b>III</b>
1	Mean	42.8425
2	Standard Error	0.8993
3	Median	42.4289
4	Standard Deviation	3.8152
5	Kurtosis	-0.3100
6	Skewness	0.2053
7	Minimum	35.4839
8	Maximum	50.4348

For summing up the discussion based on the year wise trends of quitting of employees and the resulted attrition, efforts have been made to summarize these details into graphical representations and thus, have been presented appropriately with the help of *Chart No. 5.1* and *Chart No. 5.2*.

Now, *Chart No. 5.1*, for example, deals with trends of attrition rates based on 'Industry Average', 'Minimum Rate of Attrition' and 'Maximum Value of Rate of Attrition'. It would be seen from the chart, therefore, that each variable as mentioned above have been plotted for financial years, namely, 2009-10 to 2014-15 (for six financial years). It needs to be mentioned here, importantly, that, the difference between maximum rate of attrition and minimum rate of attrition for the year 2009-10 has been observed greater than all other financial years. Differently put, it may be said that, though average rate of attrition has not been changed significantly during the entire time span of 6 years but, the 'Range' of the attrition rates have been considerably reduced recently. To be specific, 'R' observed for the year 2009-10 was 41, followed by 17 for 2010-11, while for 2011-12 was 24 and finally for the years

2012-13 and 2013-14 were observed as for 20 and 18 simultaneously. The significantly lowest difference between maximum and minimum rate of attrition has been observed as 15 for the year 2014-15.

Based on the trend of descriptive statistics of the attrition rates, it may be noted as concluding observation that, though, average rate of attritions have not significantly changed over the time period being considered, but, organized retail mall industry has been impressively learning to combat against attrition phenomena. This will implies as a tentative forecast that the variation between the industry average rate of attrition and those observed individually will be having no significant difference on the considerations of long term time span.



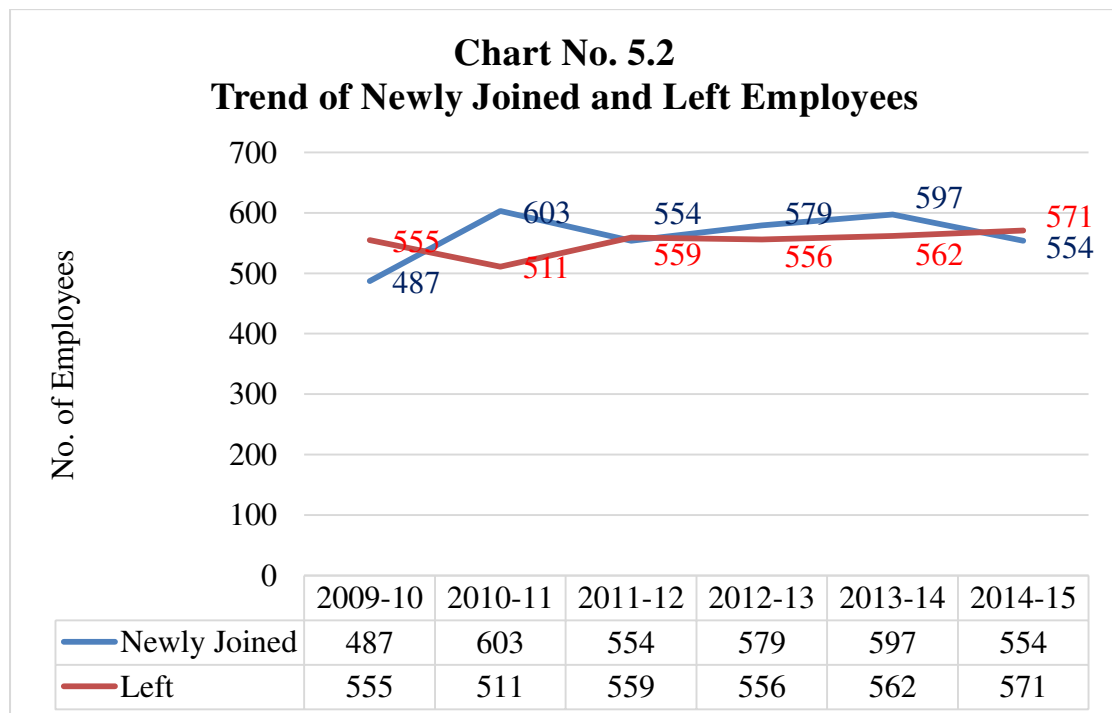
It must be noted for the observation made above regarding learning of industry as a whole to combat against attrition phenomena, replacing the lost manpower has been considered as a significant challenge. Though, there are ways to lower down the worst impact of attrition such as, increasing productivity of existing manpower, enhancing employees' morale and may be retaining the good performers. But, by the practical view of these tentative solutions, it may not be neglected that, all these are a long term solutions and also involve cost and quality time, both. Thus, keeping in mind all the discussion, one solution may be looked into naturally, as attracting potential employees towards industry. Accordingly, **Chart No. 5.2** appropriately

depicted this situation by plotting two variables which are necessary, namely, number of employees left during the year and number employees joined during that particular year.

It is also may not be minimized that, attracting new employees also involves significant challenges and may be considered as equal difficult as retaining existing workforce. But, considering industry demand and the shortage of time this will be most appropriate policy to be adopted by the decision makers in the industry.

Now, from the chart itself, it will be seen that, there were deficit in the replacing left manpower for continuous years, namely, 2009-10 and 2010-11. Also it may be noted for the year 2010-11, there is a significant gap between left employees and replaced employees during the year. Further, from 2011-12 to 2013-14 (for 3 continuous years) malls have been succeeded to replace the needed manpower. The unfavorable situation has been observed in the year 2014-15 as there was shortage observed for replacing required manpower, but it was negligible.

Now, as a conclusion it may be noted that based on the trend observed during these 6 years, organized retail malls have been progressively learning to attract new employees and also trying to stabilize the existing ones.





## Section-(ii)

### Trend of attrition rates according to organized retail malls

In the earlier section, detailed discussions on 'year wise' trends of attrition rates have been presented. It has been observed difficult to explore all the characteristics of attrition rate phenomena and its trends, merely considering the year wise pattern. An interpretation of the attrition trends distributed against malls will be an additional dynamic in studying the attrition rate trends and phenomena of attrition.

Keeping this in mind, present section has been prepared and efforts have been made to examine and to study the pattern of attrition rates distributed against organized retail malls, with the help of two tables, namely, Table No. 5.7 and Table No. 5.8. The same data have been used in both the tables.

In *Table No. 5.7* and *Table No. 5.8* details on the rate of attrition have been presented based on considered financial years. It will be seen, therefore that, among all the malls and the years under considerations minimum rate of attrition has been observed as 27 per cent, for Mall-F, for year 2009-10. On an overall average, minimum average rate of attrition has been registered with Mall-F, Mall-O and Mall-R as 38 per cent. On the opposite side, maximum rate of attrition rate has been observed to be 67 per cent for Mall-K in year 2009-10.

This information implies that, year 2009-10 was observed to be having most variations regarding rate of attrition amongst considered retail malls, which has been already pointed out in the section that follows. Based on the average rate of attrition for particular mall, it would be seen that, Mall-F, Mall-O and Mall-R were witnessed the least rate of attrition on an average for entire time span considered for this present study. Significantly speaking, Mall-F also noted with the least rate of attrition in the year 2009-10, there was a significant variations in the rate of attrition amongst all the malls.

**Table No. 5.7**

#### **Rate of Attrition for the select Years according to Malls**

<b>Sr.</b>	<b>Mall</b>	<b>Rate of Attrition for Financial Years</b>	<b>Averag</b>
------------	-------------	--	---------------

No.	s	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	e
I	II	III	IV	V	VI	VII	VIII	IX
1	A	52	48	55	49	43	47	49
2	B	48	39	50	42	45	46	45
3	C	46	45	45	42	44	42	44
4	D	47	43	37	50	44	50	45
5	E	55	40	43	43	48	42	45
6	F	27	36	42	45	39	39	38
7	G	50	37	50	47	45	47	46
8	H	26	49	36	43	44	40	39
9	I	30	34	51	39	44	45	40
10	J	52	48	48	48	43	44	47
11	K	67	51	52	44	39	48	50
12	L	45	34	49	41	42	43	42
13	M	49	44	38	30	43	40	40
14	N	47	39	45	43	30	43	41
15	O	40	38	32	43	35	40	38
16	P	48	41	41	38	42	39	41
17	Q	41	44	42	44	41	35	41
18	R	34	35	31	43	48	42	38

An effort has been made to present same data but with graphical presentation for each and every rate of attrition considering each cell is like a graphing plot. This aspect of the mall wise attrition rates have been presented with the help of *Table No. 5.8*. The comments offered in earlier paragraphs of this section have been supported by the Table No. 5.8. Thus, without going into the further details of this table, it may be observed that, rate of attritions for the considered years have been with the attributes which have been already commented in the earlier paragraphs. Moreover, in the table below, an effort has also been made to present the rate of attrition below to the overall industry average highlighted in a red color (for example refer cell at row number 2 and column numbered at IV, highlighting the figure 39 which is below the overall industry average). In this way, looking at the table comparative aspect of each cell and corresponding minimum rate of attrition for every mall considering year wise data can be seen.

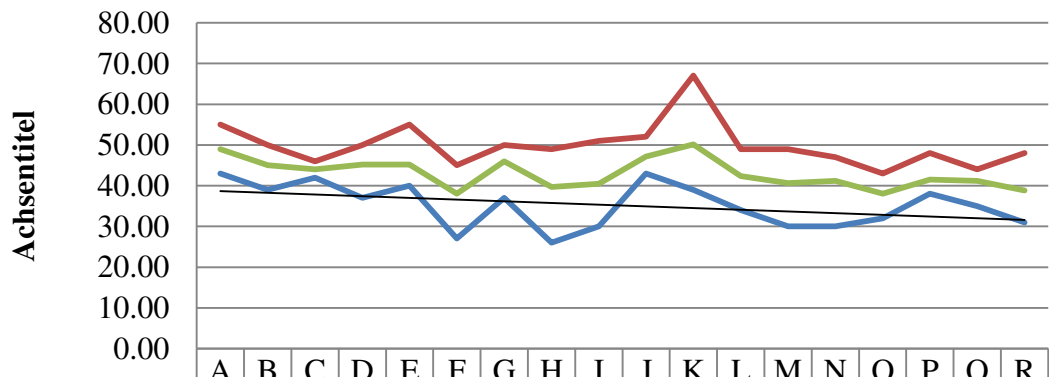
Further, in *Chart No. 5.3* comparative aspects of attrition phenomena according to the financial years for every mall has been presented. Without going into the further details, it may be observed from the chart that, some malls have been registered negligible variation in rates of attrition comparatively to the other malls.

Table No. 5.8

Rate of Attrition for the select Years according to Malls

Sr. No.	Malls	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
I	II	III	IV	V	VI	VII	VIII
1	A	52	48	55	49	43	47
2	B	48	39	50	42	45	46
3	C	46	45	45	42	44	42
4	D	47	43	37	50	44	50
5	E	55	40	43	43	48	42
6	F	27	36	42	45	39	39
7	G	50	37	50	47	45	47
8	H	26	49	36	43	44	40
9	I	30	34	51	39	44	45
10	J	52	48	48	48	43	44
11	K	67	51	52	44	39	48
12	L	45	34	49	41	42	43
13	M	49	44	38	30	43	40
14	N	47	39	45	43	30	43
15	O	40	38	32	43	35	40
16	P	48	41	41	38	42	39
17	Q	41	44	42	44	41	35
18	R	34	35	31	43	48	42

**Chart No. 5.3**  
**Comparison of rate of attrition: Min., Max. and Average**



	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
— Min	43.	39.	42.	37.	40.	27.	37.	26.	30.	43.	39.	34.	30.	30.	32.	38.	35.	31.
— Max	55.	50.	46.	50.	55.	45.	50.	49.	51.	52.	67.	49.	49.	47.	43.	48.	44.	48.
— Average	49.	45.	44.	45.	45.	38.	46.	39.	40.	47.	50.	42.	40.	41.	38.	41.	41.	38.

To point out few names for minimum variations are as; Mall-C, Mall-P, Mall-Q, Mall-O, Mall-A and Mall-B. Whereas, for maximum variations would be seen the malls, namely, Mall-K, Mall-M, Mall-N, Mall-H, Mall-I and Mall-F. But apart from this, looking at all the three points of minimum, maximum and average curves of attrition rates it would be seen that, observed average rate of attrition has been scattered around 45 to 50 per cent with a stability which may be observed almost in every mall. This may be implies that, behavior of the quitting employees to take decision to quit in organized retail malls cannot be attributed to the HR practice of the any single mall. Moreover, high and alarming rate of attrition in organized retail malls has been observed during all the malls and for every year under consideration. To extent this aspect of causes of attrition with selected parameters, detailed study and comments have been offered in the Part-II of this chapter

## **PART-II**

### **Investigation and Exploration of attrition rates in Relation with select parameters**

As has been mentioned in the earlier paragraph that, behavior of the quitting employees to take decisions to quit in organized retail malls cannot be attributed to the HR practices of any single mall, and thus, this aspect naturally calls for the further investigation into the rates of attritions observed in the years considered for the study and the select parameters. For the purpose of this investigation, particularly six parameters have been identified and quantified results of those parameters have been tabulated with the average rate of attrition to arrive at the concluding mode. These parameters considered related to the, salary and benefits, working conditions and opportunities for career growth. Thus, naturally, present part has been divided and presented with the help of three sections, namely, **Section-(I)** investigate and detail out the tabulation and concluding observations regarding parameters salary and benefits. In Section-(II), detailed discussion has been offered about working conditions. Finally, in the Section-(III), tabulation and details have been presented regarding parameters related to career growth and opportunities available in organized retail malls in Pune.

#### **Section-I**

##### **Salary and Benefits**

In the present section, an effort has been made to study correlation between parameters of salary and benefits and the statistical data regarding number of employees left during 2009-10 to 2014-15. Thus, based on this in the Table No. 5.9, there is a cross tabulation of these two variables, namely (a) salary and benefit; and (b) number of employees left during 2009-10 to 2014-15.

Now, for the variable *(a) salary and benefits*, average level of satisfaction has been calculated based on select five indicative variables, namely, (i) I am working with this organization with an intention to begin my career; (ii) I can even make my career in this sector so far as salary and benefits are concerned; (iii) My colleagues are happy with the salary and benefits in this organization; (iv) The policy regarding promotion, incentives and other financial benefits is attractive and appropriate in this

organization; and finally (v) I feel that I need to try for getting better salary and benefits in other sector for my better prospects. The answers of these questions have been quantified based on five point likert scale then average of all these variables called as ‘overall average’ has been used for further analysis, presented in the table no. 5.9 in the respective column numbered at (III).

Regarding variable *(b) number employees left* during 2009-10 to 2014-15, simply summation of all the left employees have been calculated and presented in the table no. 5.9 with the help of column numbered at (VII). Apart from these two variables mentioned in the respective columns, rate of attrition for the concerned mall also has been given in the table. Further an effort has been made to quantify  $\log_{10}$  of attrition rate presented in column numbered at (V), and this calculated  $\log_{10}$  deviations have been made from average level of satisfaction, presented in the separate column numbered at (VI).

Based on these quantified details, it would be seen from the table that, maximum rate of attrition has been observed in the Mall-K accounted for 50.09 per cent, while average rate of satisfaction observed for the same Mall-K has been 2.82 which is also the value of considerable dissatisfaction among employees under study. For another example of extreme values, minimum rate of attrition has been observed with Mall-F accounted for 2.96 per cent. These figures show the relationship of inverse proportion between ‘average overall satisfaction regarding salary and benefits’ and the behavior of quitting the jobs as expressed in the rate of attrition. This interpretation has been further studied with the help of correlation co-efficient presented in table no. 5.10.

**Table No. 5.9**

**Showing ‘Average level of satisfaction regarding salary and benefits’ with ‘rate of attrition’ and ‘Total Employees left from 2009-10 to 2014-15’**

<b>Sr. No.</b>	<b>Name of the mall</b>	<b>Average level of satisfaction regarding Salary and benefits</b>	<b>Rate of Attrition</b>	<b>log<sub>10</sub> Rate of attrition</b>	<b>Deviation (IV)-(V)</b>	<b>Total Employees left from 2009-10 to 2014-15</b>
<b>I</b>	<b>II</b>	<b>III</b>	<b>IV</b>	<b>V</b>	<b>VI</b>	<b>VII</b>
1	A	2.86	49.26	1.69	1.17	211

2	B	2.80	45.08	1.65	1.15	203
3	C	3.04	43.92	1.64	1.40	181
4	D	2.89	45.07	1.65	1.23	160
5	E	2.95	45.14	1.65	1.29	199
6	F	2.96	38.05	1.58	1.38	159
7	G	2.97	46.11	1.66	1.31	182
8	H	2.83	39.60	1.60	1.23	175
9	I	2.95	40.50	1.61	1.34	187
10	J	2.99	47.09	1.67	1.32	188
11	K	2.82	50.09	1.70	1.12	161
12	L	3.04	42.20	1.63	1.41	198
13	M	2.92	40.56	1.61	1.31	174
14	N	3.11	41.20	1.61	1.49	182
15	O	2.97	38.04	1.58	1.39	164
16	P	2.92	41.68	1.62	1.30	185
17	Q	2.95	41.33	1.62	1.34	208
18	R	2.95	38.71	1.59	1.36	203
	Grand Total	2.94	42.98	1.63	1.31	3314

As has been indicated in the earlier paragraph, the relationship of inverse proportion between ‘average overall satisfaction regarding salary and benefits’ and the behavior of quitting the jobs as expressed in the rate of attrition has been investigated further using correlation co-efficient with the help of Table No. 5.10.

**Table No. 5.10**

**Calculation of Correlation Co-efficient between ‘Average level of satisfaction regarding salary and benefits’ and ‘rate of attrition’ alongwith ‘Total Employees left from 2009-10 to 2014-15’**

Sr. No.	Statistic	Average satisfaction regarding salary and benefits	Rate of Attrition
I	II	III	IV
1	Average satisfaction regarding salary and benefits	1	
2	Rate of Attrition	-0.32	1

From the table, it would be seen that, correlation co-efficient between ‘Average satisfaction regarding salary and benefits’ and ‘rate of attrition’ has been



observed to be exact -0.32 (negative relationship). By its sign of negativity alone can be expressed as inverse proportion thus support the earlier interpretation made in above paragraphs. Though, the extent of correlation or strength of relationship is 0.32 which has been indicating less than half of solid relationship. Thus, ultimately scrutinizing the results of correlation co-efficient, it may be noted that, salary and benefits are considered while quitting the jobs but, perhaps, it obviously not the sole factor in deciding the level of attrition in organized retail mall. Thus, attrition in the organized retail malls cannot be explained fully with only opinions regarding salary and benefits, but statistically these variables stood significant in the decision of quitting the assignment by employee.

## **Section-(ii)**

### **Working Conditions**

The *Table No. 5.11* is the exact replica of earlier table no. 5.10, with only changes of ‘average level of satisfaction regarding working conditions’. This level of satisfaction regarding working conditions are based on the answers of five indicative questions such as; (i) the attractive infrastructure and layout of the Organized Retail Mall makes me happy to work with; (ii) the good lighting and ventilation arrangements create pleasant work atmosphere; (iii) I feel the tools and equipment provided in this organization are of excellent quality; (iv) I feel that proper care of health and safety is taken in this organization; and (v) According to me, the working conditions in Organized Retail Mall are far better than any other sector.

The dissatisfaction regarding working conditions have been observed for the critical reason of most industrial unrests. Though, in organized retail malls, to be specific to the Pune City, it has been observed that, most of the employees are significantly favorable with working conditions provided by malls where they are working. The indicators of overall satisfaction regarding working conditions have been observed approximately more than 4 point on likert scale. This would mean that on an average most of employees are ‘satisfied’ with the working conditions in the organized retail malls in Pune. Though, as has been already indicated in the present table or referred in the previous table, rate of attrition in organized retail mall referred to the Pune has been observed significantly alarming. Thus, keeping this in mind, an effort has been made to investigate into the statistical relation between leaving of

employees and the level of satisfaction regarding working condition, obviously by using statistical test of correlation co-efficient. All these details have been presented with the help of table no. 5.11.

**Table No. 5.11**

**Showing ‘Average level of satisfaction regarding working conditions’ with ‘rate of attrition’ and ‘Total Employees left from 2009-10 to 2014-15’**

Sr. No.	Name of the mall	Average level of satisfaction regarding working conditions	Rate of Attrition	log <sub>10</sub> Rate of attrition	Deviation (IV)-(V)	Total Employees left from 2009-10 to 2014-15
I	II	III	IV	V	VI	VII
1	A	4.09	49.26	1.69	2.40	211
2	B	4.07	45.08	1.65	2.41	203
3	C	4.13	43.92	1.64	2.48	181
4	D	4.09	45.07	1.65	2.44	160
5	E	4.09	45.14	1.65	2.44	199
6	F	4.16	38.05	1.58	2.58	159
7	G	4.10	46.11	1.66	2.44	182
8	H	4.07	39.60	1.60	2.47	175
9	I	4.11	40.50	1.61	2.50	187
10	J	4.10	47.09	1.67	2.43	188
11	K	4.11	50.09	1.70	2.41	161
12	L	4.15	42.20	1.63	2.53	198
13	M	4.14	40.56	1.61	2.53	174
14	N	4.18	41.20	1.61	2.56	182
15	O	4.03	38.04	1.58	2.45	164
16	P	4.11	41.68	1.62	2.49	185
17	Q	4.09	41.33	1.62	2.47	208
18	R	4.13	38.71	1.59	2.55	203
	Grand Total	4.11	42.98	1.63	2.48	3314

Without going into the further details, merely a cursory glance at the *Table No. 5.12* shows the correlation co-efficient of the order of -0.15 between two variables, namely, satisfaction related to working conditions and rate of attrition. Naturally, negativity of the magnitude of the correlation co-efficient shows an inverse proportion of the relationship can be stated as, if level satisfaction increases for working conditions rate of attrition could be lowered down or vice-versa. But looking at the strength of the correlation co-efficient that 0.15 or say 15 per cent, could not

give sufficient strength to the above interpretation, though the negativity of the relationship cannot be minimized.

**Table No. 5.12**

**Calculation of Correlation Co-efficient between ‘Average level of satisfaction regarding working conditions’ and ‘rate of attrition’ along with ‘Total Employees left from 2009-10 to 2014-15’**

Sr. No.	Statistic	Average satisfaction regarding working conditions	Rate of Attrition
I	II	III	IV
1	Average satisfaction regarding working conditions	1	
2	Rate of Attrition	-0.15	1

**Section-(iii)**

**Career Growth**

In the present section, efforts have made to study and investigate statistical relationship between variables namely, rate of attrition and parameters of career growth. To start with all the quantified details necessary for this investigative study have been presented with the help of *Table No. 5.13*. It has to be noted here that, as earlier mentioned, that, this table is the exact replica of the earlier table no. 5.11. The only aspect of differentiation is regarding parameters of career growth. The parameter career growth has been quantified and assessed its relative satisfaction with help of major five questions, these are; (a) there is a great scope to build career in Organized Retail Malls; (b) valuable training and development programs in this organization bring about personal and professional development of the employees; (c) being a fast growing sector there are chances of getting promotions faster than other sectors; (d) performance Based Reward System enables guaranteed career progress of efficient and loyal employee in this organization; and (e) the employment or career opportunities in this sector are considerably more than any other sector.

The rest of the details regarding rate of attrition are remain same as it was in the earlier table no. 5.11.

Now, observing the **Table No. 5.13**, it would be seen that majority of the employees of organized retail malls have been stated the fact, that, there is a considerable scope for career growth in the organized retail malls. This interpretation has been supported by the values of ‘average level of satisfaction regarding career growth’. All the values quantified and presented in the view of matter shows considerable favorableness approximately in each mall. All the averages of satisfaction tend to be between 4 and 4.5, showing trend of ‘more than just merely satisfied’. Surprisingly need to mention that, even there is a scope for career growth in organized retail malls though rate of attrition also observed on alarming trend.

Thus to investigate this phenomenon of higher rate of attrition and higher level of career growth opportunities, an effort has been made to establish statistical test called correlation coefficient between these two variables and presented with the help of table no. 5.14.

**Table No. 5.13**

**Showing ‘Average level of satisfaction regarding Career Growth’ with ‘Rate of Attrition’ and ‘Total New Employees Joined from 2009-10 to 2014-15’**

<b>Sr. No.</b>	<b>Name of the mall</b>	<b>Average level of satisfaction regarding Career Growth</b>	<b>Rate of Attrition</b>	<b>log10 Rate of attrition</b>	<b>Deviation (IV)-(V)</b>	<b>Total Employees Left from 2009-10 to 2014-15</b>
<b>I</b>	<b>II</b>	<b>III</b>	<b>IV</b>	<b>V</b>	<b>VI</b>	<b>VII</b>
1	A	4.35	49.26	1.69	2.66	211
2	B	4.44	45.08	1.65	2.78	203
3	C	4.35	43.92	1.64	2.71	181
4	D	4.38	45.07	1.65	2.73	160
5	E	4.41	45.14	1.65	2.75	199
6	F	4.34	38.05	1.58	2.76	159
7	G	4.44	46.11	1.66	2.78	182
8	H	4.35	39.60	1.60	2.76	175
9	I	4.40	40.50	1.61	2.79	187
10	J	4.39	47.09	1.67	2.72	188
11	K	4.41	50.09	1.70	2.71	161
12	L	4.32	42.20	1.63	2.70	198
13	M	4.40	40.56	1.61	2.79	174

14	N	4.41	41.20	1.61	2.79	182
15	O	4.38	38.04	1.58	2.80	164
16	P	4.38	41.68	1.62	2.76	185
17	Q	4.41	41.33	1.62	2.79	208
18	R	4.39	38.71	1.59	2.80	203
	Grand Total	4.39	42.98	1.63	2.75	3314

As has been mentioned in the earlier paragraph, Table No. 5.14 elaborates the correlation co-efficient between observed rate of attrition and quantified level of career growth in organized retail malls. Thus, merely a cursory glance at the Table No. 5.14 shows the correlation co-efficient of the order of 0.25 between two variables, namely, satisfaction related to career growth and rate of attrition. Observing positive magnitude of the co-efficient and the strength of association, it may be inferred that, opportunities of career growth can be one of the probable solution to lowering down the trend of attrition rates in organized retail malls.

**Table No. 5.14**

**Calculation of Correlation Co-efficient between ‘Average level of satisfaction regarding Career Growth’ and ‘rate of attrition’ along with ‘Total Employees Joined from 2009-10 to 2014-15’**

Sr. No.	Statistic	Average satisfaction regarding career growth	Rate of Attrition
I	II	III	IV
1	Average satisfaction regarding working conditions	1	
2	Rate of Attrition	0.25	1

### **PART-III**

#### **Hypothesis testing**

In this part of the chapter, efforts have been made to test appropriate hypotheses worked out and has already been discussed in the Chapter-3, Research Methodology. Even it has already mentioned in the chapter-3, Research Methodology, though, it still calls for repetition in this chapter, that, first three hypotheses are related

to investigate the relationship between various causing factors affecting on rate of attrition and the last fourth hypothesis has been focusing on the trends of attrition rates in the organized retail malls with the aim to investigating variations in regards with the attrition rates observed for select financial years

**Testing of Hypothesis H1:**

**“Salary and benefits are correlated with the behavior of leaving job”**

This hypothesis deals with the investigation of relationship between the variables of salary and benefits and the behavior of leaving job; measured as rate of attrition. The data used to this hypothesis have been already presented in the *Table No. 5.9* of the present chapter. Two variables are determined for this test, namely; (a) salary and benefits; and (b) rate of attrition. Based on the observations mentioned in the *Table No. 5.10*, correlation co-efficient has been calculated and also the details of the same has been presented below.

**Calculation of Correlation Co-efficient between ‘Average level of satisfaction regarding salary and benefits’ and ‘rate of attrition’ along with ‘Total Employees left from 2009-10 to 2014-15’**

Sr. No.	Statistic	Average satisfaction regarding salary and benefits	Rate of Attrition
I	II	III	IV
1	Average satisfaction regarding salary and benefits	1	
2	Rate of Attrition	-0.32	1

As been observed from the table that, correlation co-efficient for both variables has been observed to be -0.32, highlighting negative relationship between variables of salary and benefits and the calculated rate of attrition as an indicator of behavior of leaving job.

Now, for testing this hypothesis, two technical hypotheses have been worked out and have been mentioned as below:

## Technical Hypotheses

$H_0$ : Null Hypothesis –  $r=0$

$H_A$ : Alternate hypothesis-  $r \neq 0$

To test the significance of this calculated value of correlation coefficient ‘t’ test has been applied as most suitable test. The **Table No. 5.15** gives the calculation of ‘t’ statistics using below mentioned formulae<sup>1</sup>.

$$t = \frac{r \sqrt{N-2}}{\sqrt{1-r^2}}$$

The below mentioned **Table No. 5.15** gives the required details necessary for calculating ‘t’ statistics along with the calculated results.

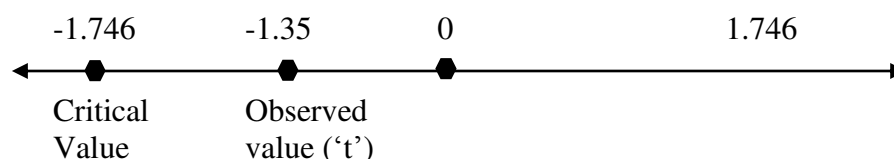
**Table No. 5.15**

### Calculation of ‘t’ statistics for H1

Sr. No.	r = correlation coefficient	N	Degree of freedom (N-2)	Level of significance	Observed value of ‘t’	Critical Table value
I	II	III	IV	V	VI	VII
1	-0.32	18	16	0.05	-1.35	±1.746

On scrutinizing the results of calculations mentioned above in Table No. 5.15 the inferences are as follows-

In case of H1 hypothesis, it would be seen that, the value of ‘t’ obtained and mentioned in the column (vi), shows a tendency of falling between the range of critical value, presented graphically with the help of below mentioned ‘number-line’.



Hence, in this case of this correlation coefficient, Conclusion may be stated as: "There is insufficient evidence to conclude that there is a significant linear relationship between ‘satisfaction related to salary and benefits’ and ‘behavior of

leaving the job' explained with the help of attrition rate, because the correlation coefficient is not significantly different from 0. "

Thus, there is not a significant linear relationship between 'satisfaction related to salary and benefits' and 'behavior of leaving the job'.

**Testing of Hypothesis H2:**

**'Working conditions are correlated with the behavior of leaving job.'**

Based on the same method of testing hypothesis-H1 with same technical hypotheses (such as H<sub>0</sub> and H<sub>a</sub>) discussed in earlier sections of H1, present hypothesis H2 has been tested and interpreted by using below mentioned formula to test calculated correlation co-efficient between 'working conditions' and 'behavior of leaving job' explained with the help of attrition rate.

Formula used is as mentioned below:

$$t = \frac{r \sqrt{N-2}}{\sqrt{1-r^2}}$$

Moreover, it needs to be mentioned that, for the purpose of testing this hypothesis, data of table no. 5.11 of this chapter has been used and calculated correlation coefficient of the same data have been replicated below.

**Calculation of Correlation Co-efficient between 'Average level of satisfaction regarding working conditions' and 'rate of attrition' along with 'Total Employees left from 2009-10 to 2014-15'**

Sr. No.	Statistic	Average satisfaction regarding working conditions	Rate of Attrition
I	II	III	IV
1	Average satisfaction regarding working conditions	1	
2	Rate of Attrition	-0.15	1



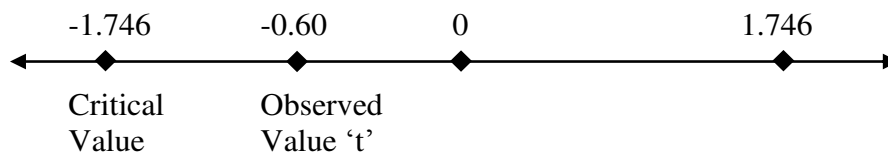
The below mentioned **Table No. 5.16** gives the required details necessary for calculating 't' statistics along with the calculated results.

**Table No. 5.16**  
**Calculation of 't' statistics for H2**

Sr. No.	r = correlation coefficient	N	Degree of freedom (N-2)	Level of significance	Observed value of 't'	Critical Table value
I	II	III	IV	V	VI	VII
1	-0.15	18	16	0.05	-0.60	±1.746

On scrutinizing the results of calculations mentioned above in **Table No. 5.16**, the inferences are as follows-

In case of H2 hypothesis, it has been seen that the value of 't' obtained and mentioned in the column (vi), shows a tendency of falling between the range of critical value (presented in column-VII) Graphically presented with the help of below mentioned 'number-line'.



Hence, in this case of this correlation coefficient, Conclusion may be stated as: "There is insufficient evidence to conclude that there is a significant linear relationship between 'satisfaction related to working conditions' and 'behavior of leaving the job' explained with the help of attrition rate, because the correlation coefficient is not significantly different from 0. "

Thus, there is not a significant linear relationship between 'satisfaction related to the working condition' and 'behavior of leaving the job'.

**Testing of Hypothesis H3:**

**'Opportunities for Career Growth is correlated with the behavior of leaving job.'**

Based on the same method of testing hypothesis-H1 and H2, present hypothesis H3 has been tested and interpreted by using below mentioned formula to test calculated correlation co-efficient between ‘working conditions’ and ‘behavior of leaving job explained with the help of attrition rate’.

Formula used is as mentioned below:

$$t = \frac{r\sqrt{N-2}}{\sqrt{1-r^2}}$$

Moreover, it needs to be mentioned that, for purpose of testing this hypothesis data of table no. 5.13 of this chapter have been used. And calculated correlation coefficient of the same data has been replicated below.

**Calculation of Correlation Co-efficient between ‘Average level of satisfaction regarding Career Growth’ and ‘rate of attrition’ along with ‘Total Employees Joined from 2009-10 to 2014-15’**

Sr. No.	Statistic	Average satisfaction regarding career growth	Rate of Attrition
I	II	III	IV
1	Average satisfaction regarding working conditions	1	
2	Rate of Attrition	0.25	1

The below mentioned *Table No. 5.17* gives the required details necessary for calculating ‘t’ statistics along with the calculated results.

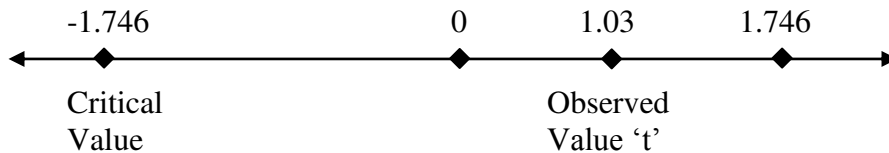
**Table No. 5.17**

**Calculation of ‘t’ statistics for H3**

Sr. No.	r = correlation coefficient	N	Degree of freedom (N-2)	Level of significance	Observed value of ‘t’	Critical Table value
I	II	III	IV	V	VI	VII
1	0.25	18	16	0.05	1.03	±1.746

On scrutinizing the results of calculations mentioned above in *Table No. 5.17*, the inferences are as follows-

In case of H3 hypothesis, it has been observed that, the value of 't' obtained and mentioned in the column (vi), shows a tendency of falling between the range of critical value (presented in column-VII). Appropriately described with the help of below mentioned 'number-line'.



Hence, in this case of this case of correlation coefficient, Conclusion may be stated as: "There is insufficient evidence to conclude that there is a significant linear relationship between 'satisfaction related to opportunities for career growth' and 'behavior of leaving the job' explained with the help of attrition rate, because the correlation coefficient is not significantly different from 0. "

Thus, there is not a significant linear relationship between 'satisfaction related to the opportunities available for career growth' and 'behavior of leaving the job.'

**Testing of Hypothesis H4:**

**Rate of attrition in organized retail malls are having significant variations**

This hypothesis has been tested with the aim of assessing attrition trend in organized retail malls. As already discussed in this chapter, significant variations have been observed in the organized retail malls with respect to the trend of attrition rates. In this view of matter, an effort has been made to generalize this observation with the help of substantial statistical evidence by testing this hypothesis. For this purpose, mall wise rate of attrition distributed based on yearly data has been used.

Data on attrition for selected six years and also of 18 organized retail malls has been replicated here based on the *Table No. 5.7*.

**Rate of Attrition for the select Years according to Malls**

Sr.	Mall	Rate of Attrition for Financial Years	Averag
-----	------	---------------------------------------	--------

No.	s	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	e
I	II	III	IV	V	VI	VII	VIII	IX
1	A	52	48	55	49	43	47	49
2	B	48	39	50	42	45	46	45
3	C	46	45	45	42	44	42	44
4	D	47	43	37	50	44	50	45
5	E	55	40	43	43	48	42	45
6	F	27	36	42	45	39	39	38
7	G	50	37	50	47	45	47	46
8	H	26	49	36	43	44	40	39
9	I	30	34	51	39	44	45	40
10	J	52	48	48	48	43	44	47
11	K	67	51	52	44	39	48	50
12	L	45	34	49	41	42	43	42
13	M	49	44	38	30	43	40	40
14	N	47	39	45	43	30	43	41
15	O	40	38	32	43	35	40	38
16	P	48	41	41	38	42	39	41
17	Q	41	44	42	44	41	35	41
18	R	34	35	31	43	48	42	38

For the further processing of testing hypothesis, two technical hypotheses have been developed and presented here.

**Technical Hypothesis:**

*H<sub>0</sub>: Null Hypothesis, as there is no significant variation in the rate of attrition amongst malls.*

*H<sub>0</sub>: Alternate Hypothesis, as there is a significant variation in the rate of attrition amongst malls.*

To test the significance of these two assumed technical hypothesis, the scientific statistical test, called as “Analysis of Variance” has been used along with ‘f’ test.

The summary of the statistical calculations as a first step for processing ANOVA technique has been presented with the help of **Table No. 5.18**. According to the hypothesis H4, row wise summary calculation have been performed to test significance of the variations among the rate of attrition for select organized retail malls.

**Table No. 5.18****Summary for the Calculation of ANOVA**

Sr. No.	Groups	Count	Sum	Average	Variance
I	II	III	IV	V	VI
1	Row 1	6.00	294.00	49.00	17.20
2	Row 2	6.00	270.00	45.00	16.00
3	Row 3	6.00	264.00	44.00	2.80
4	Row 4	6.00	271.00	45.17	24.57
5	Row 5	6.00	271.00	45.17	30.17
6	Row 6	6.00	228.00	38.00	38.40
7	Row 7	6.00	276.00	46.00	23.20
8	Row 8	6.00	238.00	39.67	63.47
9	Row 9	6.00	243.00	40.50	59.50
10	Row 10	6.00	283.00	47.17	10.57
11	Row 11	6.00	301.00	50.17	90.97
12	Row 12	6.00	254.00	42.33	24.67
13	Row 13	6.00	244.00	40.67	41.47
14	Row 14	6.00	247.00	41.17	36.97
15	Row 15	6.00	228.00	38.00	15.60
16	Row 16	6.00	249.00	41.50	12.30
17	Row 17	6.00	247.00	41.17	10.97
18	Row 18	6.00	233.00	38.83	42.17

*Table No. 5.19*, gives the detailed and required calculations for ANOVA test.

**Table No. 5.19****Calculation of ANOVA**

Sr. No.	Source of Variation	SS	df	MS	F	P-value	F Crit.
I	II	III	IV	V	VI	VII	VIII
1	Between Groups	1366.08	17.00	80.36	2.58	0.00	1.74
2	Within Groups	2804.83	90.00	31.16			
3							
	<b>Total</b>	<b>4170.92</b>	<b>107.00</b>				

On scrutinizing the results of calculations mentioned above in *Table No. 5.19*, the inferences are as follows-

In case of H4 hypothesis, it has been observed that, the value of 'F' obtained and mentioned in the column (VI), shows a tendency of having a higher magnitude as compared to the critical value (presented in column-VIII).

Hence, in this case of this case of ANOVA analysis, conclusion may be stated as: "There is a sufficient evidence to conclude that the differences or variations in the rate of attrition for the select organized retail malls are significant."

---

<sup>1</sup> Gupta, S, P. (2009), *Statistical Methods*, Sultan Chand and Sons, New Delhi, p-923

## Chapter-6

### Findings, Conclusions and Suggestions

#### Introduction

Keeping in mind the title of the present study, efforts have been made to investigate into the causes of the attrition phenomena with the help of studying trends of attrition rate in organized retail malls. In relation with this, an introductory comments have been offered in the *Chapter-1, Introduction*, also brief profile of organized retail mall operative in Pune has been appropriately canvassed. Theoretical frame work on the conceptual understanding of the attrition phenomenon along with review of secondary research outputs have been aptly discussed in the *Chapter-2 of Literature Review*. In *Chapter-3, Research Methodology*, significance of the present study along with database, sampling, aims and objectives of the study have been discussed and portrayed. The most important part of this present research study is the data analysis. This aspect of data analysis has been presented with the help of two different chapters. Thus, in the *Chapter-4 of Data Analysis*, tabulation, processing and interpretation of the causes of attrition based on seven parameters have been presented, while *Chapter-5 of the Data Analysis* deals with the analysis of attrition trends and accommodated testing of all hypotheses.

Now, an effort has been made to present summary of findings, conclusions and probable suggestions based on the learnings of this present study, with the help of this *Chapter-6*. Thus, it has to be noted that, present chapter has been presented in three sections. In *Section-(i)* summary findings has been presented. Whereas, conclusions based on this summary has been made in the *Section-(ii)* of the present chapter. Finally, *Section-(iii)* has been put forth comprising probable solutions in the light of drawn conclusions.

#### Section-(i)

#### Summary of Findings

This section on summary of findings has been presented in line with the objectives of the present study. Before going into the further details, it has to be noted here that, out of all four objectives, first three objectives have been presented in this

section and the last fourth objective is related to and has been discussed in the section of probable solutions. Thus, naturally, in *Subsection-(a)* discussion has been offered on measurement of attrition rate in organized retail malls. In *Subsection-(b)* summary of findings has been offered regarding causes of attrition analyzed in the present study. In *Subsection-(c)*, critical observations have been offered on the observed trend of attrition.

### *Subsection-(a)*

#### *Measurement of Attrition Rate*

In accordance with the first objective of to measure the attrition rate in organized retail malls from Pune city, it must be understood that, attrition basically can be understood as a quotient of employees left during certain period proportionate to the total employees. Practically speaking, it may be noted as a conclusion that, every organization has its unique assumptions for treatment and calculation of attrition rate. For example, separation of freshers, say newly joined, may not be included as attrition, similarly, service termination of contractual employees also may not be concluded as attrition in some of the organizations. This practical insights creates difficulty while comparing the rate of attrition in organized retail malls. To overcome this situation researcher has collected basic details required to calculate rate of attrition in the select organizations of organized retail malls. Thus, in the present study rate of attrition has been calculated using below mentioned formula-

$$\text{Attrition Rate} = \left( \frac{\text{No. of employees who left in the year}}{\text{Average employees in the year}} \right) \times 100$$

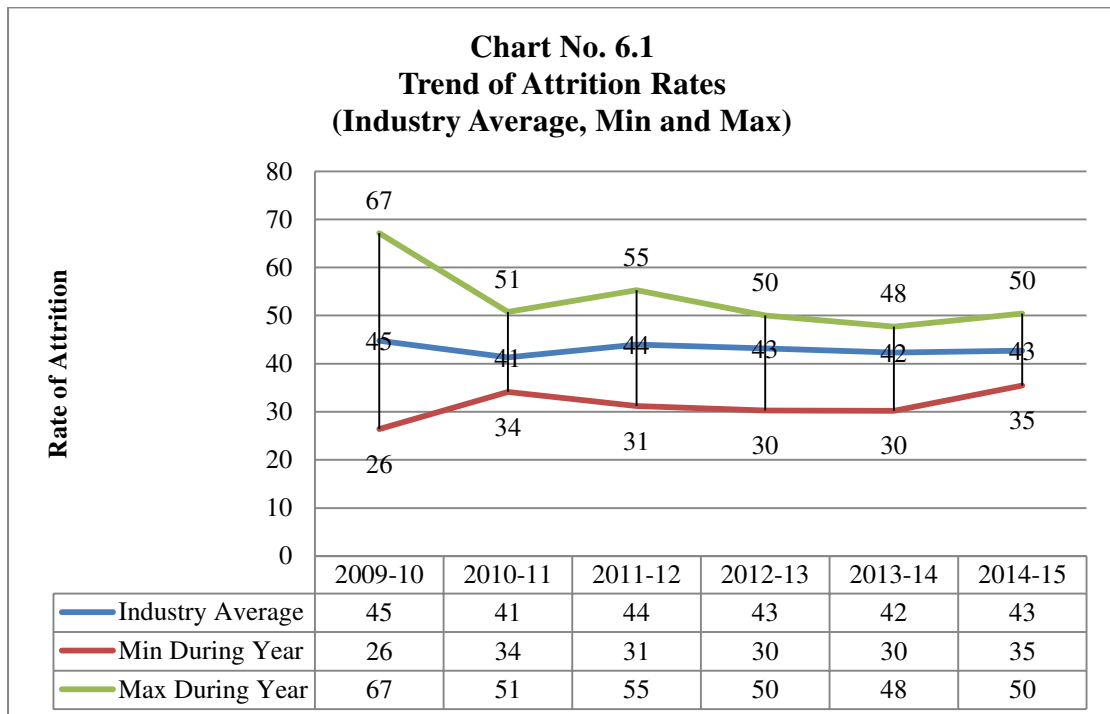
\*Average employees in the year = (Employees at the beginning + Employees at the end) ÷ 2

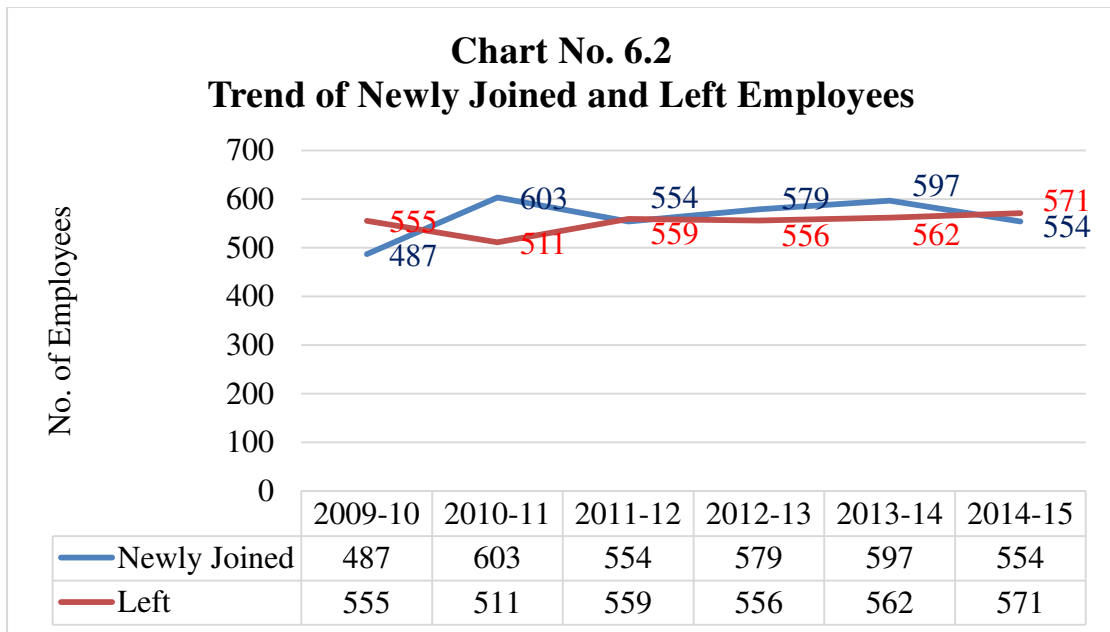
Based on in this formula rate of attrition has been calculated for select 18 retail malls again for 6 financial years. The details on this have been already presented and discussed in the chapter-5 on trend analysis of attrition rate. Though, in the present chapter without repeating the contents of chapter-5 only concluding observations have been listed with the help chart no. 6.1 and chart no. 6.2, replicated below.

Based on these two charts, conclusions which may be drawn have been presented below-



- The variations in the deviations of attrition rates on the yearly basis has been observed as minimized.
- Though, this is the fact that deviations in attrition rates are minimizing but still industry average does not changed significantly.
- As compared to other industry, attrition rate in organized retail malls is highly alarming, implying the brain drain with loss of organizational learning and losing out competitive advantage as well.
- Now according to the chart no. 6.2, it may be seen that, industry has learned to mobilize and attract human resources towards organized retail malls.
- Another critical observation may be concluded that, in the organized retail mall industry employees are hopping from one organization to another and of so, there is not any employment generation but only overlapping the existing one.





***Subsection-(b)***

***Causes of attrition***

This subsection has been presented according to the second objective such as to analyze the causes of attrition rate, thus, list of findings offered here are exactly as per the chapter-4 on data analysis.

Now the summary of findings regarding causes of attrition has been listed below-

**Salary and Benefits-**

- Average salary in organized retail malls has been observed as approximately 1,10,000/- per annum.
- Majority of the employees has joined malls merely to begin their career.
- Salary and benefits has been observed to be considered to be major factor as most of the respondents have not been observed satisfied.
- HR policy regarding salary and benefits and also for promotion has not been that much of favorable according to the respondents.
- The major finding may be stated here that, though respondents are not satisfied regarding salary and benefits still not expressed certainty to find other job.

### Working condition

- Overall opinion regarding the working condition has been observed satisfactory. To be specific infrastructure of malls, lightning, ventilation and care taken for health and safety are also stated much satisfactory. Also, malls are providing excellent quality equipment and tools to the workers.
- In short, working conditions in the organized retail malls are favorable.

### Opportunity for Career Growth

- It has been observed during the study sufficient growth for career is available in organized retail malls. To achieve these career prospects, sufficient training and development activities has been provided in the malls under consideration. Growth of the sector is the major factor to these opportunities.
- Also it has to be mentioned that, performance based appraisal systems can be observed in most of the organized retail malls.

### Personal reasons for attrition

- According to the analysis of the responses collected from respondents and workers of the organized retail malls, it has to be mentioned that, personal reasons to left jobs in malls is significant.
- Further, some findings also has to mention here as, travelling to attend duties is observed to be difficult at significant level, and work life balance is observed uncertain.

### Social Status

- Working in organized retail malls is having a better social status, though if better chance available elsewhere then most of the respondents responded as they will surely grab such opportunity. The reason behind this may be uncertain promotion policies and also the remuneration paid by malls.
- Though, instead of this situation, well-educated and having good social background professionals are attracted to this sector, this can be understood by merely cursory glance at the chart no. 6.2 mentioned above.

### Interpersonal relations and miscellaneous causes

In this section an effort has been made to jointly present the findings based on analysis of causes regarding interpersonal relations at workplace as well as miscellaneous causes.

- It has been observed during the study that, in organized retail malls superior and subordinate relationships as well as relation with co-workers is healthy. But also, respondents have stated that, there may be a chances of unhealthy relationships to impact on attrition in organized retail malls.
- Malls are using heavy discounts on products as incentive for the workers, though easy to get job in same industry is also the major factor observed in the malls to impact on attrition rates.

Based on these findings and also from the results of hypotheses testing conclusions have been drawn and presented in the next section.

## **Section-(ii)**

### **Conclusions**

On an average, based on the analysis and findings mentioned above certain concrete conclusions may be presented as below-

- Rate of attrition in organized retail malls are alarming and too much compared to industries. As a part of learning during the study it has observed that, almost 50 per cent of the human resources have changes during the financial year.
- Even, sufficient satisfaction has been observed regarding; (a) working conditions in organized retail malls; (b) career growth is also possible in organized retail malls; (c) social status and interpersonal relationship is also observed at healthier side, though in an year average near about 100 and more employees have left from each organized retail malls which is showing near about 50 per cent of attrition rate.
- Thus, it has to be sharply pointed out here that, instead of all these favorable situations, 'salary and benefits' plays a vital role in deciding the leaving behavior of an employees.
- To test significance of these observations correlation co-efficient has been worked out and tested using 't' test. From that analysis, presented explicitly in chapter-5 of the present study, it has observed that the correlation co-efficient

worked out so far is having significantly weak magnitude so that variables considered for this test such as, 'salary and benefits', 'working conditions' and 'opportunity or career growth' has not been attributable to the attrition observed in the organized retail malls.

- Now based on the results of fourth hypotheses testing, it has to be mentioned that, mall wise attrition rates observed for select periods are having significant variations but if compared based on years for each malls then there is no significant variations. This implies that, every organized retail mall is having different attrition rates but it is still remain same over the years to the extent of financial years considered for the present study.

In a summary, it may be mentioned that, in organized retail malls, rate of attrition is significant but still it has different magnitudes for different malls. Salary and benefit is the crucial parameters to think up on to lowering down the attrition rates.

### **Suggestions**

Based on the entire research process, analysis presented in both the chapter , 4 and 5 on causes of attrition as well as conclusions drawn in this critical study, below mentioned probable solutions may be offered to the policy makers of the organized retail malls.

1. Efforts may be extended to increase productivity of employees through suitable motivational tactics also linking to the performances of employees and then competitive salaries and benefits may be worked out as a long term goal of increasing retention.
2. Suitable policy and well planned efforts also may be taken to increase level of 'job embeddedness' among the employees of organized retail malls.
3. Suitable policy for promotion, incentives and perquisites may be worked out and to be implemented.
4. Separate policy for offering retention bonuses may be included in the HR practices of organized retail malls.

It also must be noted immediately here that, solutions offered above are time specific, space specific and also a sector specific, thus all above solutions are macro level and also will be needed modifications considering the micro level aspects while implementing those in a specific mall. Even though, the significance of the above offered solutions may not be minimized in the aspect of practical insights.

Finally, it needs to be mentioned specifically that, this research was undertaken with the intension of contributing to the understanding of the critical assessment of causes of attrition with analysis of attrition trends in organized retail malls to offer probable solutions in the light of findings. This study has added to the current body of knowledge relating to the critical assessment of the attrition rates and has provided insight into areas that warrant further exploration.

Further research study may be carried out to compare the HR policies in single brand and multi brand retail companies. There can be many variations in the pay structure, promotions, transfer and various HR policies. This will certainly throw more light on the mall specific or brand specific issues in relation to attrition and retention.

## **Bibliography:**

### **CHAPTER-1**

- 1 <http://www.indianmirror.com/indian-industries/retail.html> (accessed on 15th November, 2012)
- 2 Report from consultancy firm Booz & Company, 2013, Newspaper Business Standard dated Thursday, July 18, 2013.
- 3 Shreya Biswas, 2013, “Attrition in India to top world charts in 2013” Article in Economic Times ET Bureau June 7, 2013.
- 4 GovindShrikhande 2013, News paper Business Standard, dated Thursday, July 18, 2013
- 5 Chiranjiv Singh, 2012, “FDI in Indian Retail Sector – Highlights and Analysis” an article in CAclub India-An Interactive Platform for Finance Professionals, (<http://www.caclubindia.com/articles/fdi-in-indian-retail-sector-highlights-analysis-12546.asp#.T9SdvIGHOuN>)
- 6 GouriAgteyAthale, 2006, Economic Times dated Aug 15, 2006, ([http://articles.economictimes.indiatimes.com/2006-08-15/news/27456123\\_1\\_ft-of-retail-space-sq-ft-retail-juggernaut-rolls](http://articles.economictimes.indiatimes.com/2006-08-15/news/27456123_1_ft-of-retail-space-sq-ft-retail-juggernaut-rolls))
- 7 SaxenaRanjan, 2009, “Marketing Management”, Tata McGraw Hill Education Private Limited, New Delhi, p 476.
- 8 [http://articles.timesofindia.indiatimes.com/2012-02-07/pune/31033203\\_1\\_retail-space-retail-real-estate-retail-mall](http://articles.timesofindia.indiatimes.com/2012-02-07/pune/31033203_1_retail-space-retail-real-estate-retail-mall)
- 9 DileepAthavale, 2012, A Report in Times News Network, Feb 7, 2012, 02.47A.M. IST
- 10 [http://en.wikipedia.org/wiki/Retailing\\_in\\_India](http://en.wikipedia.org/wiki/Retailing_in_India), Accessed on 28/08/2013
- 11 REDDY,M., CHANDRA, S. (2011) Human Resource Management Practices in Organised Retailing- A Study of Select Retailers. *International Journal of Multidisciplinary Research*. 1(12), p.523- p.534
- 12 SAXENA J., JAIN,R., JARAD, R., PRAMANIK, R., PRAKASH,G. (2011) Impact of malls on sales and turnover of small shop keepers: An empirical analysis of Pune City. 5<sup>th</sup> International Conference on Industrial Engineering and Industrial Management: Cartagena.
- 13 FICCI.(2011) *Sector Profile: Retail*. [Online] Available From: [http://www.ficci.com/sector/33/Project\\_docs/Sector-prof.pdf](http://www.ficci.com/sector/33/Project_docs/Sector-prof.pdf). [Accessed: 13th October, 2015].

## CHAPTER-2

- 1 MOBLEY,W.H (1982) Some unanswered questions in Turnover and Withdrawal research. *Academy of Management Review* 7 (1), p.111-116
- 2 VATHER, B. (2008) The Factors driving staff turnover in the hardware retail industry. Gordon Institute of Business Science *University of Pretoria*. p.6.
- 3 HAMMERBERG, J.(2002) Reasons Given for Employee Turnover in a Full Priced Department Store. *Publication Manual of the American Psychological Association*. 4<sup>th</sup> Edition. Menomonie: University of Wisconsin-Stout.
- 4 Cambridge Business Dictionary -  
<http://dictionary.cambridge.org/dictionary/english>
- 5 GUINMARAES,T., OWEN,J. (1997) Assessing employee turnover intentions before and after TQM. *International Journal of Quality and Reliability Management*. 14(1): p.46 –p. 63.
- 6 FIRTH, L., MELLOR,d., MOORE,K., LOQUET,C. (2007) How can managers reduce employee intention to quit? *J. manage. Psycho*. 19(2): p.170- p.187.
- 7 MANO, R., TZAFRIR, S. (2004) Job search modes and turnover. *Career Development International*. (5): p.442 – p.446.
- 8 SCHERVISH, P. (1986) The structural Determinants of unemployment, vulnerability and power in market relations, Academic Press: New York. p.71 – p. 112.
- 9 IDSON, T., FEASTER, D. (1990) A Selectivity Model Of Employer size wage differentials. *Journal of Labour Economics*.8. p.99- p.122.
- 10 TREVOR,C. (2001) Interactions Among actual ease of movement determinants and job satisfaction in prediction of voluntary turnover. *Academy of Management Journal*, 44 (6): p.621 – p. 638.
- 11 AROKIASAMY, A. (2013) a Quantitative Study on Causes and Effects of Employee Turnover in the Private Sector in Malaysia. *Middle-East Journal of Scientific Research* 16 (11). P.1532-1541.
- 12 BERGMANN,T., SCARPELLO, V. (2001) Compensation decision making, 4<sup>th</sup> Edition., Harcourt, Fort Worth, TX.
- 13 DESS, G., SHAW,J., (2001) Voluntary Turnover, social capital and organizational performance. *Acad. Manage. Rev.*, 26, p 446 – p. 456.
- 14 DOBBS, K., (2001). Knowing how to keep your best and your brightest. *Workforce* April , p 57- p 60.
- 15 REDDY,M., CHANDRA, S. (2011) Human Resource Management Practices in Organised Retailing- A Study of Select Retailers. *International*



- Journal of Multidisciplinary Research*. 1(12), p.523- p.534
- 16 ONGORI,H. (2007) A review of Literature on employee turnover. *African Journal of Business Management* (6): p.49 – p. 54.
  - 17 CHIU,C., FRANCESCO,M.,(2003) Dispositional Traits and Turnover Intention: Examining the mediating role of job satisfaction and affective commitment, *International Journal of Manpower*, 24. P.284-p.298
  - 18 JACKOFSKY, E., FERRIS, K., BRECKENRIDGE,B., (1986). Evidence of Curvilinear Relationship Between job performance and turnover. *Journal of Management*, 12, p.105 – p.111.
  - 19 CASCIO,W (1991). *Managing Human Resources: Productivity, quality of work life, profits*. New York: McGraw Hill.
  - 20 PHILLIPS,J. (1990). The Price Tag on Turnover. *Personnel Journal*. P.58-p.61.
  - 21 INDIA. TATA CONSULTANCY SERVICES. (2013) *Indian Retail Operations Benchmarking & Excellence Survey 2013A RAI- TCS Study*. India: Tata Consultancy Services
  - 22 MEAGHAN,S., BONTIS,N. (2002) Voluntary Turnover: Knowledge Management: Friend or Foe? *Journal of Intellectual Capital*. 3(3):p. 303 –p. 322
  - 23 KODIKAL, R., PAKKEERAPPA, P. , AHMED, N. (2012) Managing Employee Retention And Turnover in The Retail Sector. *International Journal of Research in Commerce and Management*,3(3).p.103- p.107.
  - 24 VATHER, B. (2008) The Factors driving staff turnover in the hardware retail industry. Gordon Institute of Business Science *University of Pretoria*. p.10.
  - 25 INDIA. TATA CONSULTANCY SERVICES. (2013) *Indian Retail Operations Benchmarking & Excellence Survey 2013A RAI- TCS Study*. India: Tata Consultancy Services
  - 26 LEE,T., MITCHELL,T., (1994). An alternative Approach: The Unfolding Model of Voluntary Employee Turnover. *Academy of Management Review*. 12, p 51 –p 89
  - 27 AMOS, T., RISTOW, A., RSTOW,L., PEARSE,N. (2008) *Human Resource Management*. 3<sup>rd</sup> Edition. Cape Town: Jula and Co Ltd.
  - 28 LOQUERCIO, D. (2006) Literature Review on Turnover and retention. *People in Aid*.
  - 29 REDDY,M., CHANDRA, S. (2011) Human Resource Management Practices in Organised Retailing- A Study of Select Retailers. *International Journal of Multidisciplinary Research*. 1(12), p.523- p.534
  - 30 HAMMERBERG, J.(2002) Reasons Given for Employee Turnover in a Full Priced Department Store. *Publication Manual of the American Psychological Association*. 4<sup>th</sup> Edition. Menomonie: University of Wisconsin-Stout

- 31 TON,Z., HUCKMAN,R. (2008) Managing the impact of Employee Turnover on Performance: The Role of Process Conformance. *OrganisationScience*. 19 (2): p56 – p.68.
- 32 GERMANY. INSTITUTE FOR THE STUDY OF LABOUR. (2006) *Labour Turnover and Labour Productivity in a Retail Organisation*. Bonn: Institute for the ofLabour. (IZA DP No.2332)
- 33 QUEIROS,C., CARLETTO,M., KAISELER,M., DIAS,S. AND PAREIRA,A. (2013). Predictors of Burnout among nurses: An interactionist approach, *Psicothema*, 25(3), p.330 – p.335.
- 34 FICCI.(2011) *Sector Profile: Retail*. [Online] Available From: [http://www.ficci.com/sector/33/Project\\_docs/Sector-prof.pdf](http://www.ficci.com/sector/33/Project_docs/Sector-prof.pdf). [Accessed: 13th October, 2015].
- 35 REDDY,M., CHANDRA, S. (2011) Human Resource Management Practices in Organised Retailing- A Study of Select Retailers. *International Journal of Multidisciplinary Research*. 1(12), p.523- p.534
- 36 FICCI.(2011) *Sector Profile: Retail*. [Online] Available From: [http://www.ficci.com/sector/33/Project\\_docs/Sector-prof.pdf](http://www.ficci.com/sector/33/Project_docs/Sector-prof.pdf). [Accessed: 13th October, 2015].
- 37 INDIA. EARNST AND YOUNG. (2013) *Indian Single Brand Retail – Poised for growth*. India: Earnst and Young.
- 38 KODIKAL, R., PAKKEERAPPA, P. , AHMED, N. (2012) Managing Employee Retention And Turnover in The Retail Sector. *International Journal of Research in Commerce and Management*,3(3).p.103- p.107.
- 39 INDIA, CII-A.T.KEARNEY (2011) *Retail In India: Getting Organised to Drive Growth*. India: A.T.Kearney.
- 40 GUPTA,G. (2009). An Analyses and Evolution of Indian Retail Market in Current Scenario (A Case Study of Some selected Companies in India after Globalization). *Academia*. [Online] ACADEMIA. Available From: <https://www.academia.edu/Download>. [Accessed: 13th October, 2015].
- 41 SAXENA J., JAIN,R., JARAD, R., PRAMANIK, R., PRAKASH,G. (2011) Impact of malls on sales and turnover of small shop keepers: An empirical analysis of Pune City. 5<sup>th</sup> International Conference on Industrial Engineering and Industrial Management: Cartagena.
- 42 FICCI.(2011) *Sector Profile: Retail*. [Online] Available From: [http://www.ficci.com/sector/33/Project\\_docs/Sector-prof.pdf](http://www.ficci.com/sector/33/Project_docs/Sector-prof.pdf). [Accessed: 13th October, 2015].
- 43 INDIA. MINISTRY OF COMMERCE AND INDUSTRY, DEPARTMENT OF INDUSTRIAL POLICY. (2012) *Press Note No. 4 (2012 Series) Amendment of the existing policy on Foreign Direct Investment in Single-Brand Product Retail Trading* India: Government of India. (IPP File No.: No.5/12/2010-I dated 20<sup>th</sup> September, 2012).

- 44 HARIKUMAR, N. (2012) *Role, Scope, and Challenges of HR in Retail*. [Online] Available from: <http://www.shrmindia.org/hr-buzz/blogs/shrm-india/role-scope-and-challenges-hr-retail>. [Accessed 29th September 2015]
- 45 COHEN,m., SCHWARTZ, A. (1980), U.S. Labour Turnover: Analysis of a new measure. *Monthly labour review*, 103, p.9 – p. 13.
- 46 HARRISON,S., GORDON,P. (2014) Replacing Misconceptions of Turnover with Evidence-Based Information For The Retail Grocery Industry. *The Clute Institute International Academic Conference*. The Clute Institute: Orlando, Florida, USA. p. 107 – p.114
- 47 ROUSSEAU, D(2004) Psychological Contracts in the Workplace, Understanding the Ties that Motivate. *Academy of Management Executive*. 10(1), p.120-127
- 48 DWIVEDI, T. (2013) Attrition in Indian Retail Industry: An Analysis of Organised Retail in North Eastern Uttar Pradesh. *International Journal of Retailing and Rural Business Perspective*. 2 (3). p. 535- 536
- 49 HEYES, J. (2007) Recruiting, paying and training 16- and 17- year old school leavers. *Industrial Relations Journal*, 38 (5), 386-405
- 50 MING,X., ZIVLAK,N., LJUBICIC, M., (2012) Labour Turnover in apparel retail chains in China. *International Journal of Industrial Engineering and Management (IIJIEM)*, 3 (1). p. 9 – p.14.
- 51 GERMANY. INSTITUTE FOR THE STUDY OF LABOUR. (2006) *Labour Turnover and Labour Productivity in a Retail Organisation*. Bonn: Institute for the ofLabour. (IZA DP No.2332)
- 52 TON,Z., HUCKMAN,R. (2008) Managing the impact of Employee Turnover on Performance: The Role of Process Conformance. *Organisation Science*. 19 (2): p56 – p.68.
- 53 STAW,B.(1980). The consequences of turnover. *Journal of Occupational Behavior*.1, p.255 – p. 273.
- 54 HARIKUMAR, N. (2012) *Role, Scope, and Challenges of HR in Retail*. [Online] Available from: <http://www.shrmindia.org/hr-buzz/blogs/shrm-india/role-scope-and-challenges-hr-retail>. [Accessed 29th September 2015]
- 55 DAVIS,E., FREEDMAN, M., LANE,J., McCALL,B., NESTORIAK, N., PARK, T. (2005) Product Market Competition and Human Resource Practices: An analysis of the Retail Food Sector. [Online] Social Science Research Network. Available From: <http://dx.doi.org/10.2139/ssrn.717403> . [Accessed: 13th October, 2015]

### CHAPTER-3

- 1 C. R. Kothari, Research Methodology: Methods and Techniques, New Age Publication, 2007, P-24

- 2 Donald Ary, Lucy Chese Jacobs & Asghar Razavieh, *Introduction to Research in Education*: Holt, Rinehart and Winston, Inc., 1984
- 3 Vera Bitsch and Michael Hogberg, *Employee Retention: Components of Job Satisfaction of Green Industry Employees*, Selected Papers prepared for presentation at the American Agricultural Economics Association Annual Meeting, Denver, Colorado, August 1-4, 2004
- 4 James Dean Brown, **Likert items and scales of measurement**, *SHIKEN: JALT Testing & Evaluation SIG Newsletter*. March 2011. 15(1) 10-14, <http://jalt.org/test/PDF/Brown34.pdf>
- 5 Donald R. Cooper et al, *Business Research Methods*-9<sup>th</sup> Edition, Tata McGraw-Hill, 2006, p-268
- 6 Marie Jahoda, Morton Deutsch and Stuart W. Cook, *Research Methods in Social Relations*, p-4

#### **CHAPETR-5**

- 1 Gupta, S, P. (2009), *Statistical Methods*, Sultan Chand and Sons, New Delhi, p923
- 2 Jack J. Phillips, Adele O' Connell (2003), *Managing Employee Retention*, Elsevier Butterworth Publications, USA, pp-40-41.

#### **CHAPTER-6**

- 1 Jack J. Phillips, Adele O' Connell (2003), *Managing Employee Retention*, Elsevier Butterworth Publications, USA, pp-40-41.

**Survey to find out the Trend in Attrition in Organized Retail Malls.**

This survey is designed to assess the Trend in Attrition in Organized Retail Malls in Pune City. Following are statements about your organization, as well as yourself. Please tick mark (  ) your response in the column provided against the given question.

**Use the following ratings:**

1. **SD = Strongly Disagree**
2. **D = Disagree**
3. **N = Neutral**
4. **A = Agree**
5. **SA = Strongly Agree**

S.No.	Questions	SD	D	N	A	SA
(A)	<b><u>SALARY &amp; BENEFITS</u></b>					
1	I am working with this organization with an intention to begin my career.					
2	I can even make my career in this sector so far as salary and benefits are concerned.					
3	My colleagues are happy with the salary and benefits in this organization.					
4	The policy regarding promotion, incentives and other financial benefits is attractive and appropriate in this organization.					
5	I feel that I need to try for getting better salary and benefits in other sector for my better prospects.					
(B)	<b><u>WORKING CONDITIONS</u></b>	SD	D	N	A	SA
1	The attractive infrastructure and layout of the Organized Retail Mall makes me happy to work with.					
2	The good lighting and ventilation arrangements create pleasant work atmosphere.					
3	I feel the tools and equipments provided in this organization are of excellent quality.					
4	I feel that proper care of health and safety is taken in this organization.					
5	According to me, the working conditions in Organized Retail Mall are far better than any other sector.					

(C)	<b><u>CAREER GROWTH</u></b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
1	There is a great scope to build career in Organized Retail Malls.					
2	Valuable training and development programs in this organization bring about personal and professional development of the employees.					
3	Being a fast growing sector there are chances of getting promotions faster than other sectors.					
4	Performance Based Reward System enables guaranteed career progress of efficient and loyal employee in this organization.					
5	The employment or career opportunities in this sector are considerably more than any other sector.					
(D)	<b><u>PERSONAL REASONS</u></b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
1	I can easily travel to & fro everyday for attending my duties in this organization.					
2	I feel that the working hours are appropriate in the Organized Retail Malls.					
3	Generally, the nature and type of my job is not harmful to my health in this organization.					
4	I can take care of my all family responsibilities by working with this organization.					
5	The impact of Personal Reasons on the attrition in this sector is more than any other sector.					
(E)	<b><u>SOCIAL STATUS</u></b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
1	I feel that working in Organized Retail Mall keeps my social status lower than my other friends working in other sectors.					
2	My friends and relatives always push me to find job in other sector.					
3	I find that nowadays highly qualified people and people from good social background prefer to work with Organized Retail Malls.					
4	Tremendous job opportunities and professionalism in Organized Retail Malls will overcome the issue of Social Status in this sector.					
5	According to me working in Organized Retail Malls is rapidly gaining social status.					

<b>(F)</b>	<b><u>INTERNAL PERSONAL RELATIONS AT WORK PLACE</u></b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
1	It plays important role in longer association ship in this organization.					
2	According to me, the relationship with superiors is healthy in this organization.					
3	According to me, the relationship with co workers is healthy in this organization.					
4	Unhealthy relations with my superiors may have impact on my decision to retain this job.					
5	I may quit the job due to unhealthy relations with co workers.					
<b>(G)</b>	<b><u>OTHER MISCELLANEOUS CAUSES</u></b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
1	I feel it is easy to switch over the job due to ample of job opportunities in this sector.					
2	Constantly working on satisfying variety of demanding customers makes me feel in secured.					
3	Due to high commitment towards job, employees hardly get time for breaks and relaxation.					
4	I feel it is difficult to maintain the confidence for long period in this sector.					
5	According to me, working in this sector cannot be considered as lifelong occupation.					
<b>(F)</b>	<b><u>Demographic Data</u></b>					
1	Name of the respondent					
2	Age of the respondent in years					
3	Total experience in years					
4	Gender					
5	Marital status					
6	Department:					

7	Working period with your current employer with comment if any.	
8	Educational Qualification	
9	Annual Salary Package	

**Thank you for participating in the above survey.**





# टिळक महाराष्ट्र विद्यापीठ Tilak Maharashtra Vidyapeeth

(Declared as Deemed University under section 3 of UGC Act 1956 vide  
Notification No.F-9-19/85-U-3 dated 24 April 1987 by the Government of India).  
Vidyapeeth Bhavan, Mukundnagar, Gultekdi, Pune-411037.

Tel: 91-020-24261856, 24403000  
E-mail : registrar@tmv.edu.in

Fax: 91-020-24266068, 24403100  
Website: www.tmv.edu.in


## To Whomsoever It May Concern

**Mrs. Bhanage Jyoti Prasad, PR. No. 15812005962, is a Bonafide student of Ph.D. course in Management. Her research topic entitled "A CRITICAL STUDY OF ATTRITION TREND IN ORGANIZED RETAIL MALLS WITH SPECIAL REFERENCE TO PUNE CITY"**

With your prior permission/appointment, as a part of the fulfillment of her Thesis she will approach you with a request for data collection & Interview of her research work. Kindly do the needful to complete her work. It is assured that the information collected from you will be used only for the research purpose and the same will be acknowledged in her Ph.D. Thesis.

This certificate is issued on the written request made by above said student.

Thanking you for your kind co-operation.

  
**Mrs. Pournima Wate**  
Head, Ph.D. Section



Ref. No.: Ph.D./2014/776  
Date - 21/05/2014