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 hoping from one organization to another and of so, there is not any employment generation but only overlapping the existing one.

![Chart No. 6.1](chart.png)

**Chart No. 6.1**

**Trend of Attrition Rates**

(Industry Average, Min and Max)

<table>
<thead>
<tr>
<th>Year</th>
<th>Industry Average</th>
<th>Min During Year</th>
<th>Max During Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009-10</td>
<td>45</td>
<td>26</td>
<td>67</td>
</tr>
<tr>
<td>2010-11</td>
<td>41</td>
<td>34</td>
<td>51</td>
</tr>
<tr>
<td>2011-12</td>
<td>44</td>
<td>31</td>
<td>55</td>
</tr>
<tr>
<td>2012-13</td>
<td>43</td>
<td>30</td>
<td>50</td>
</tr>
<tr>
<td>2013-14</td>
<td>42</td>
<td>30</td>
<td>48</td>
</tr>
<tr>
<td>2014-15</td>
<td>43</td>
<td>35</td>
<td>50</td>
</tr>
</tbody>
</table>
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.