Chapter 6

Conclusion
This chapter serves as the final summary of the results that came out of analysis in reference to the overall research problem as the base. The chapter aims the major findings. The conclusion aims to reframe that the theory and hypothesis which were gathered for the research is implemented with correct grounds and all measures had been taken to find the consistent solution to the research problem under study. The chapter also states that the data collected and statistically examined is empirical data.

6.1 Background and Methodology of Study

Retail comes from the French word retailer, which refers to "cutting off, clip and divide" in terms of tailoring (1365). It first was recorded as a noun with the meaning of a "sale in small quantities" in 1433 (French). Its literal meaning for retail was to "cut off, shred, paring". Retail is the final stage of any economic activity. By virtue of this fact, retail occupies an important place in the world economy. According to Philip Kotler, Retailing includes all the activities involved in selling goods or services to the final consumers for personal, non-business use. A retailer or retail store is any business enterprise whose sale volume comes primarily from retailing. These are the final business entities in a distribution channel that links manufacturers to customers. Manufacturers typically make products and sell them to retailers or wholesalers. Wholesalers resell these products to the retailers and finally, retailers resell these products to the ultimate consumers.

Any organization selling to final consumers whether it is a manufacturer, wholesaler or retailer-is doing retailing. It does not matter how the goods or services are sold (by person, mail, telephone, vending machine, or internet or where they are sold-in a store, on the street, or in the consumer’s home). A Retailer thus, provides value creating functions like assortment of products and services to the consumers, breaking bulk, holding inventory and provides services to consumers, manufacturers and wholesalers.
Human Resource is the most important asset for any organization and it is the source of achieving competitive advantage. Managing human resources is very challenging as compared to managing technology or capital and for its effective management, organization requires effective HRM system. HRM system should be backed up by sound HRM practices. HRM practices refer to organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfillment of organizational goals. To develop an effective organization, hiring and retaining the competent manpower is very important. But, the study on specifically mapping the competency of the front line staff has not been done for Rajasthan retail sector. The reason behind this is because the entry of organized retail in the state is still in the initial phase.

Accurate job competencies need to be communicated to all the employed in the Retail sector. Research indicates that the closer of the employer job competency expectations i.e. the required competency level to the actual job competency level of the employees brings the better chance for Sales and Promotion, Branding improvement, waste management, multi skill development and the higher employees will rate overall job satisfaction.

In order to ascertain accurate and current job competency expectations i.e. the required competency to work in a retail sector in Rajasthan, Supervisors and Retail Store heads are asked to rate the importance of the specific job competencies for the workforce i.e. frontline staff of respective retail chain. Competency analysis will also be ascertained by the views obtained from customers of retail sectors.

It is therefore justified to study *Impact of Competency Mapping on Talent Acquisition: A Study on Front Line Staff of Organized Retail Sector in Rajasthan*. It is necessary to study the challenges retail sectors are facing with the emergence of several modern HR Practices and what all measures can be taken to promote it not only at grass level but also at grand level.
6.2. Findings of the Study

Understanding human behavior is the pivotal of every retail activity. Perception is an important aspect of human behavior and as a shopper it becomes even more important. It’s of great importance for today’s retailer to understand the perception and preference of the shoppers. Organized retailing being at a nascent stage in Rajasthan and the shoppers are at the initial stage of accepting the change. This study has a lot of managerial implications for the retailers of Rajasthan and India. However, in the era of Marketing experience (Marconi 2005) where customers’ as well as marketers’ sophistication creates new opportunities in retailing, managers need more “live” and compact information about their current of prospective customers’ values and attitudes and their reflection on store choice criteria that drive them to a desired loyalty and patronage behavior. As a contribution to covering this gap, this piece of research utilizes, and hereafter proposes, shopping orientation-based segmentation as a reliable and thus useful approach for retailers trying to understand and influence their consumers’ choice-decisions.

The present study stresses that both customer preference and perception are interrelated to a great extent. Retailers today should try to work on the retail shopping environment as well as create a positive and better image of the retailing so as to build a positive perception in the customers’ mind about organized retailing. This will help them create a higher preference level of the customers for the modern retail formats. Thus, offering better business opportunities for the retailers.

The findings are drawn in accordance with the analysis of the questionnaires and case studies in the current research. The following are the findings which are identified through interpretation of the data from each table illustrated in previous chapter:-

- It is evident from the above demographic details of respondents that research had tried to cover a broad demographic profile of respondents from ten retail stores of Rajasthan. As in the current study the total sample size is n=500 and 483 response was found suitable for analysis. No. of
Respondents of age Group of 20-30 years is 18% and 31-40 years is highest with 43% whereas people of age group 41 to 50 years are 26% of current study. 7% of respondents are from age group 51 to 60 years and respondents above age of 60 are minimum i.e. only 6%.

- Both male and female respondents are analyzed in the study. Males are 61% and females are 39% in the current research study.

- Another demographic parameter deals with the designation of respondents they are Manager level (14%), Supervisors (38%) as highest category of respondents, Sales employee as well as subordinate employees of retail store are also part of populace of research study.

- Populace of respondents working in various retail store possesses a varied nature of qualification i.e. maximum of them 35% are graduates, 22% are post graduates, 24% are only senior secondary and only 19% of respondents are professionally qualified.

- Many respondents are working in the same field of retail store segment from years and have a good experience. As 15% are having experience of more than 5 years working, 38% are working for 1 to 3 years. 19% are from 3 to 5 years and 28% are new to the retail sector culture as are working only from last one year.

- Varied demographic profile is available for current research study as the data is collected from ten retail stores of Jaipur, Rajasthan.

- 34% of respondents have medium level of ability to restore talent or good Human recourse in store. 25% of professionally developed retail store has high level of employee retention capabilities. Whereas 18% have very high and 14% and 9% have low and very low capabilities.

- Table 4.3 states that as \( t = 3.320 \) with 4 degrees of freedom and two-tailed \( P \) value is 0.0294, considered significant therefore the null hypothesis \( H_{01} \): There is no significant relationship between different employees of retail stores in expected talent acquisition of employees by management with
The actual talent acquisition of employees, which directly impacts the sales of the retail store is rejected and Alternate Hypothesis $H_{A1}$: There is a significant relationship between different employees of retail stores in expected talent acquisition of employees by management with actual talent acquisition of employees, which directly impacts the sales of the retail store is accepted/proved.

- Table 4.4 states that as the computed Chi Square value is 201.56 at 1 Degree of Freedom at 5% significance level which is higher than table value (5.991 at 5 DOF) therefore the null hypothesis $H_{01}$: There is no significant relationship between different employees of retail stores in expected talent acquisition of employees by management with actual talent acquisition of employees, which directly impacts the sales of the retail store is rejected and Alternate Hypothesis $H_{A1}$: There is a significant relationship between different employees of retail stores in expected talent acquisition of employees by management with actual talent acquisition of employees, which directly impacts the sales of the retail store is accepted/proved.

- Statement no 5 deals with the program for talented employees. It was obtained that 59% of respondents do not have any such kind of programs. 18% have for all workforce and 23% runs the program only for managerial people.

- Statement 6 relates various key factors which attract good talented employee to join the store are analyzed in current study. Foremost important factor is 30% i.e. manager’s management style and second most is 27% level of salaries given to employees in organization. Other important factors responsible for attracting good employees are role of HRM department, reputation and brand of company as well as professional organizational culture in retail store.

- As stated in statement 6 after recruitment of talented employee the next statement 7 deals with the retention of talented employees. Factors
Conclusion

responsible for this are most important is contribution of HRM department (38%), management style (34%), salaries structure and increment etc. 17%. Other less important factors are organizational culture (5%) and reputation of company 6%.

- Statement 8 correlates that Utilization of talented employee for better growth of store is the key responsibility of top level management. This is identified by the fact that 42% respondents say that the proper use of employee for store is dependent on manager’s management style. 29% on organization culture. 20% on HRM role whereas only 6% and 3% on salaries and company reputation respectively.

- To correlate the talent acquisition in retails store employees under study competencies desired during acquisition / recruitment of talent or employee in store is studied in respect of few parameters.

- As obtained from table 4.11 the $F = 6.208$ and $P$ value is 0.0037, considered extremely significant therefore Null Hypothesis $H_0$: There is no significant relationship between competency mapping and talent acquisition is **Rejected** and Alternate Hypothesis $H_A$: There is a significant relationship between competency mapping and talent acquisition is **accepted and proved**.

- Table 4.12 states that the $F = 22.637$ and $P$ value is 0.0001, considered extremely significant therefore Null Hypothesis $H_0$: There is no significant relationship between competency mapping and talent acquisition is **Rejected** and Alternate Hypothesis $H_A$: There is a significant relationship between competency mapping and talent acquisition is **accepted and proved**.

- According to table 4.13 the $F = 18.501$ and $P$ value is 0.0001, considered extremely significant therefore Null Hypothesis $H_0$: There is no significant relationship between competency mapping and talent acquisition is **Rejected** and Alternate Hypothesis $H_A$: There is a significant relationship between competency mapping and talent acquisition is **accepted and proved**.
• As depicted from table 4.14 the $F = 9.545$ and $P$ value is 0.0005, considered very significant therefore Central Null Hypothesis $H_0$: There is no significant relationship between the expected and actual competencies and the performance of employees of the retail sector is Rejected and Alternate Hypothesis $H_A$: There is a significant relationship between the expected and actual competencies and the performance of employees of the retail sector is accepted and proved.

• Table 4.15 also correlates with research hypothesis and states that the $F = 97.065$ and $P$ value is 0.0001, considered very significant therefore Central Null Hypothesis $H_0$: There is no significant relationship between the expected and actual competencies and the performance of employees of the retail sector is Rejected and Alternate Hypothesis $H_A$: There is a significant relationship between the expected and actual competencies and the performance of employees of the retail sector is accepted and proved.

Key Findings
• Competency Mapping has emerged as one of the most powerful tools aiding the improvement for the HR professionals in finding the right employee for a job and development of the employed person in doing the assigned job effectively.

• Competency Mapping focuses on the development of employees by identifying and building their competencies and prepares and trains them for the specific jobs in the retail sector. The mapping of competencies has to be extended to individual, teams and organizations which help in the continuous growth.

• Some of the organizations in retail sector have adopted techniques to map competencies like, assessment centre, critical incidents technique, interview techniques, questionnaires and psychometric tests. Competency mapping in retail sector primarily involves – Talent acquisition, mapping, development and placement.

• The manager’s management style is one of the key factors which attract good talented employees to join the organization; the other important factor
includes level of salaries offered, reputation of the organization, organizational culture and role of HR department.

- The employees are retained in the retail sector if the policies framed by the HR department are favourable and salary structure and incentives are at par, according to the current market trends.

- The retail store can have an exponential growth, if the talented employees are utilized according to their competencies which are the responsibility of the top level management.

- If the mappings of the competencies are done at the time of recruitment, it facilitates appropriate talent acquisition which in turn significantly improves the performance of employees in the long run in retail sector.

- Some of established organized retail organizations like Shopper’s Stop, Central Lifestyle etc. have prescribed HR formats and policies which help the employees to plan their career path in the retail sector.

- The retail stores like Uphar and National Handloom have no HR department to handle human resource. The HR functions are handled by accounts department and the Manager of the stores.

6.3. Suggestions
The best survival strategy for employers is actively involving a broad-base of employees in the development of competency mapping actions and initiates for driving strategy execution. A company cannot succeed in a market suffering from recession without having necessary competence the employers should encourage staff for new ideas and innovations as competencies in line with company’s vision of exceeding customer’s expectations. Competencies are not merely related to single individuals. They can be related to team members in the departmental teams. The following suggestions can be followed:

1. Employers should conduct a deep study of the market. With the half of this study, the seniors can find out methods to survive.

2. A company cannot succeed in the market without its human resources. So, the stress should be on employee empowerment and training.
3. Competency mapping is the best tool in hand to encourage employees for better performance. So seniors should find out the strengths of the employees for better team management and help the employees reduce their weaknesses.

4. Employees should acknowledge that growth of retail organization is possible only by improving the competency and better team performance.

5. The various methods used in combination for competency mapping: Group work, Task Forces, Task Analysis workshops, Questionnaire, Use of Job descriptions, performance Appraisal Formats etc.

6. The employees also need to lay stress on their competencies during the following HR activities:
   - Job –evaluation
   - Recruitment
   - Performance Management and Performance Diagnostics
   - Succession Planning
   - Employee potential appraisal for promotion;
   - Training needs identification; training and development and self-development initiative.

7. Some retail stores like Vishal Megamart, Upkar and National Handloom should develop proper HR practices and make their HR department strong, so that their employees can lead to the success path.

8. Due to the long working hours and extra hard work during the festive seasons, the employees working in the retail sector may experience fatigue and monotony. The employee engagement programmes should be encouraged to boost up the employees’ morale.

9. According to the sample collected from the different retail store, maximum populace is only graduates and senior secondary. Hence, a career progression has to be designed for the employees, where they can work and pursue their higher studies simultaneously. This will also ensure employee retention in the retail sector.
6.4 Conclusion Summary

<table>
<thead>
<tr>
<th>Objective</th>
<th>Hypotheses</th>
<th>Variables of the Study</th>
<th>Test Applied</th>
<th>Inference</th>
<th>Implications</th>
</tr>
</thead>
<tbody>
<tr>
<td>To study the linkages between competency mapping practices and performance of front line employees of retail sector in Rajasthan.</td>
<td>$H_0$: There is no significant association between the expected and actual competencies and the performance of employees of the retail sector.</td>
<td>Balanced learning habits and skills; Self-knowledge; High emotional stamina; Integrity; Concern for excellence; Negotiation Skills</td>
<td>ANOVA</td>
<td>As the $F = 18.501$ and $P$ value is $0.0001$, considered extremely significant therefore, Null Hypothesis is rejected and Alternate Hypothesis is accepted</td>
<td>Employees’ competency skills if mapped with the job requirement, results into high employee performance and high job satisfaction</td>
</tr>
<tr>
<td>To investigate the contribution of competency mapping during the process of talent acquisition in the retail sector.</td>
<td>$H_0$: There is no significant relationship between competency mapping and talent acquisition in organized retail sector.</td>
<td>Creativity; Mental Agility; Selling Strategy Skills; Presentation and Communicatio n skills; Analytical and problem solving</td>
<td>ANOVA</td>
<td>As the $F = 6.208$ and $P$ value is $0.0037$, considered extremely significant, therefore, Null Hypothesis is rejected and Alternate Hypothesis is accepted</td>
<td>The competency mapping done at the time of talent acquisition helps to retain the employees in the organization for a longer duration.</td>
</tr>
</tbody>
</table>

6.5. Limitations

The present research has both theoretical and practical relevance for the present organized retailers as well as for academicians. Along with the merits, the study also has some limitations.

- In the proposed research study the analyses is conducted on Competency Mapping of employees of retail stores and its impact on Talent Acquisition. So it cannot be said to be complete in its owing to several limitations such as biased responses, inaccurate information etc. These limitations may spring out from failure of managers to respond correctly, honestly and many other latent factors.

- The data collected is from the capital city of Rajasthan i.e. Jaipur, only. Although Jaipur is assumed to be the true representatives of the said
region but still they might have some cultural and behavioral diversity among themselves, which may act as a limitation for the study.

- The sampling procedure is non-probability judgmental sampling and thus it inherently brings all the limitations of it. In addition, the sample could be affected by self-selection bias, in that more enthusiastic employees of retails outlet could have been more likely to participate.

- As the data was collected from the employees of organized retail outlet in general i.e. the researcher tried to maintain the adequacy of the data from both type of all categories of products, judgmental errors can be expected.

- Although, the sample size of 483 respondents was achieved in this study, which is considered as an acceptable size, nevertheless, it is felt that for a management research, using a larger sample size will be preferable and more representative of the whole population of retail sector employees of Rajasthan or elsewhere.

- The study is absolutely confined to the employee’s perception and preference towards organized retailing and the factors affecting them. This limitation creates an opportunity for future research study in this area to include social, psychological, economic and technological variables in the future research. There can be other factors influencing training of employee perception and preference apart from the factors recommended in this study which could be obtained by including more service variables in the study. Future studies could examine some of these factors.

- The study has generalized organized retailing for the purpose of the study, separate research can be conducted using different store formats (supermarkets, hypermarkets, discount stores, franchise store, specialty stores etc.) and type of product categories (apparels and lifestyle, grocery, home appliance, books, home furnishings etc.). This limitation creates an opportunity for future research.
By testing the results on ten retail stores the results cannot be generalized to other segments of retail stores.

6.6 Scope For Further Research

- Research in the field of retail operations and customer segmentation is again another important area. Social, psychological, economic and technological aspects relating to modern retail can also be important in conducting the future research. Rajasthan being a culturally rich state and is traditionally very sound as far as shopping is concerned, further research can be conducted looking this perspective in mind. Also, choice of store can be an important area of study.

- Rajasthan is traditionally a state where restaurant/food retailing can be a challenge for modern retailers like McDonalds, Pizza Hut, KFC, Cafe Coffee Day, Barista etc. as people here like eating from small outlets preparing sweets like jalebi, rasgulla and eatables like samosa, kachori and mirchi bada. Unmatched liking for tea from a roadside tea vendor rather than coffee from a modern retailer makes this area an interesting endeavor for further research.

- Less number of shopping malls in most of the cities of Rajasthan except Jaipur, which has a lot of good shopping malls, creates an opportunity for further research identifying the acceptance level for such openings in other parts of the state. In addition, the increase in non-traditional retail formats like Internet shopping (e-tailing) has introduced newer features that are important in deciding consumers’ patronage behavior and has redefined common attributes such as convenience and entertainment. The emergence of e-tailers is likely to redefine the traditional approach and attitudes that consumers’ have towards shopping (Balazs and Zinkhan 2003; Pan and Zinkhan 2005). This is an area of retailing that needs more rigorous attention from researchers.
References

Conclusion