

LIST OF TABLES

S.No.	Table No.	Title of Table	Page No.
1.	3.1	Sampling Technique	157
2.	3.2	Pilot Study – Reliability Statistics - Results of Cronbach’s Alpha on	161
3.	4.1	Demographic Profile of Respondents	173
4.	4.2	Environmental factors affects the recruitment & selection process	177
5.	4.3	The hiring process helps in identifying the competence both visible and psychological aspects	178
6.	4.4	Role of innovative techniques In selection process	179
7.	4.5	Uses of Psychometric tests in selection process	181
8.	4.6	Importance of E-Recruitment in the Competitive market	182
9.	4.7	Role of Employee referrals for attracting the talent pool	183
10.	4.8	Fair Compensation is offered to the employees	185
11.	4.9	Health care benefits and insurance policies are provided by the organization	186
12.	4.10	Employee welfare activities of the organization gives a feeling of safety and improve the performance	187
13.	4.11	Employee performance evaluations are fair and appropriate	189
14.	4.12	Adequate opportunities for professional growth in the organization	190
15.	4.13	Teamwork is encouraged and practiced in this organization	191
16.	4.14	Equal opportunities for advancement to all the employees	192
17.	4.15	Organisation supervisor is impartial and gives regular feedback that helps to improve the performance	194
18.	4.16	Awareness of the grievance redressed procedure followed in the organization	195
19.	4.17	Role of management in grievance handling has been making efforts to dispose off all grievances	196
20.	4.18	Role of Policy for work life balance increases the productivity of the organization	198
21.	4.19	Role of Efficient work life management policy of the organization helps retaining the employees	199

22.	4.20	The organization's policies for retention are always fair	200
23.	4.21	Learning and development practices are satisfactory	202
24.	4.22	Process to assess individual development needs	203
25.	4.23	Consideration of Job skills, knowledge and ability of employees are considered while assessing training needs	204
26.	4.24	Employee development plans are addressed in performance appraisals	206
27.	4.25	Company offers rewards based on performance	208
28.	4.26	Creativity and innovation are rewarded	209
29.	4.27	Evaluation of performance is based on job description and objectives	210
30.	4.28	Company pay policy helps attract and retain high performing employees	212
31.	4.29	Physical conditions and flexibility of hours and amount of the job stress of this organisation are satisfactory	213
32.	4.30	Discrimination at workplace	214
33.	4.31	Facilities and resources available by the organisation are sufficient to do the job efficiently	215
34.	4.32	Opportunities provided for the growth in the organisation is satisfactory	217
35.	4.33	The amount and frequency of informal praise and appreciation from seniors	218
36.	4.34	The communication between employees and managers in the organization	219
37.	4.35	Organization does an excellent job of keeping employees informed about matters affecting them	221
38.	4.36	There is good co-ordination between employees of different departments as well as same department.	222
39.	4.37	The training and development programs in the organization are designed to suit the future growth requirement.	223
40.	4.38	Employees are encouraged to take actions when they face any problems.	225
41.	4.39	Job makes good use of employee's skills & abilities	226
42.	4.40	Salaries and extent of favouritism	227
43.	4.41	Supportive Environment in the organization	228
44.	4.42	Team building initiatives in the organization	230
45.	4.43	Timely communication in the organization	231

46.	4.44	Employees as assets in the organization	232
47.	5.1	Descriptive statistics of Human Resource Policies and Employee Retention	236
48.	5.2	KMO and Bartlett's Test	237
49.	5.3	Communalities	238
50.	5.4	Total Variance Explained	239
51.	5.5	Results of the Factor Analysis	240
52.	5.6	Reliability Statistics	242
53.	5.7	Regression Analysis Model Summary	247
54.	5.8	ANOVA	247
55.	5.9	Coefficients	248
56.	5.10	Descriptive Statistics	250
57.	5.11	Independent Samples Test	251
58.	5.12	Descriptive Statistics	253
59.	5.13	Correlations	253

LIST OF FIGURES

S.No.	Figure No.	Title of Figure	Page No.
1.	1.3.1	Human Resource Elements	6
2.	1.4.1	Framework of HR Policies	9
3.	1.4.2	Sources of Recruitment	13
4.	1.4.3	Work Environment	31
5.	1.7.1	The Three R's of Employee Retention	48
6.	1.8.1	Employee Retention Practices	50
7.	1.8.2	Career Advancement & Personal Development	53
8.	2.2.1	The Phases of Retailing in India	71
9.	2.8.1	Key Drivers of the Indian Retail Industry	93

LIST OF CHARTS

S.No	Chart No.	Title of Chart	Page No.
1.	3.2	Literature Reviewed Year Wise	129
2.	4.1	Gender	174
3.	4.2	Age	174
4.	4.3	Qualifications	174
5.	4.4	Designation	174
6.	4.5	Work Experience	174
7.	4.6	Income	175
8.	4.7	Marital Status	175
9.	4.8	Environmental factors affects the recruitment & selection process	177
10.	4.9	The hiring process helps in identifying the competence both visible and psychological aspects	178
11.	4.10	Role of innovative techniques In selection process	180
12.	4.11	Uses of Psychometric tests in selection process	181
13.	4.12	Importance of E-Recruitment in the Competitive market	182
14.	4.13	Role of Employee referrals for attracting the talent pool	184
15.	4.14	Fair Compensation is offered to the employees	185
16.	4.15	Health care benefits and insurance policies are provided by the organisation	186
17.	4.16	Employee welfare activities of the organization gives a feeling of safety and improve the performance	188
18.	4.17	Employee performance evaluations are fair and appropriate	189

19.	4.18	Adequate opportunities for professional growth in the organization	190
20.	4.19	Teamwork is encouraged and practiced in this organization	191
21.	4.20	Equal opportunities for advancement to all the employees	193
22.	4.21	Organisation supervisor is impartial and gives regular feedback that helps to improve the performance	194
23.	4.22	Awareness of the grievance redressed procedure followed in the organization	195
24.	4.23	Role of management in grievance handling has been making efforts to dispose off all grievances	197
25.	4.24	Role of Policy for work life balance increases the productivity of the organization	198
26.	4.25	Role of Efficient work life management policy of the organization in retaining the employees	199
27.	4.26	The organization's policies for retention are always fair	201
28.	4.27	Learning and development practices are satisfactory	202
29.	4.28	Process to assess individual development needs	203
30.	4.29	Consideration of Job skills, knowledge and ability of employees are considered while assessing training needs	205
31.	4.30	Employee development plans are addressed in performance appraisals	206
32.	4.31	Company offers rewards based on performance	208
33.	4.32	Creativity and innovation are rewarded	209
34.	4.33	Evaluation of performance is based on job description and objectives	211
35.	4.34	Company pay policy helps attract and retain high performing employees	212

36.	4.35	Physical conditions and flexibility of hours and amount of the job stress of this organisation are satisfactory	213
37.	4.36	Discrimination at workplace	214
38.	4.37	Facilities and resources available by the organisation are sufficient to do the job efficiently	216
39.	4.38	Opportunities provided for the growth in the organisation is satisfactory	217
40.	4.39	The amount and frequency of informal praise and appreciation from seniors	218
41.	4.40	The communication between employees and managers in the organization	220
42.	4.41	Organization does an excellent job of keeping employees informed about matters affecting them	221
43.	4.42	There is good co-ordination between employees of different departments as well as same department.	222
44.	4.43	The training and development programs in the organization are designed to suit the future growth requirement.	224
45.	4.44	Employees are encouraged to take actions when they face any problems.	225
46.	4.45	Job makes good use of employee's skills & abilities	226
47.	4.46	Salaries and extent of favouritism	227
48.	4.47	Supportive Environment in the organization	229
49.	4.48	Team building initiatives in the organization	230
50.	4.49	Timely communication in the organization	231
51.	4.50	Employees as assets in the organization	233

LIST OF ABBREVIATIONS

HR	Human Resource
HRM	Human Resource Management
HRP	Human Resource Planning
HRA	Human Resource Accounting
HRIS	Human Resource Information System
GDP	Gross domestic Product
FDI	Foreign Direct Investment
DIPP	Department of Industrial Policies and Promotion
GMW	Gross Merchandise Value
BMI	Business Monitor International
MGR	Mass Grocery Retail
AR	Augmented Reality
IBFF	India Brand equity Foundation
IT	Information Technology
KMO	Kaiser-Meyer-Olkin