

# *Chapter 3*

## *Research Methodology*

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### **3.1 RESEARCH METHODOLOGY**

Research methodology helps the researcher to decide the path for their research work in various study fields. The research methodology chapter focuses on the methodology with the research approaches adopted for the specific study. This includes objectives of study, research design that helps to decide the sampling methods, data collection methods and tools of data analysis. The research study has been undertaken to study the “Impact of Human Resource Policies on Employee Retention in Organized Retail Sector: A Comparative Study of Shoppers Stop and Life Style.” The other significant gain of this research is to grab an opportunity to meet and discuss with Corporate Professional, Business and Industry experts, employees on various issues related to the Human Resource Policies.

The term “Research” comprises of two words “Research = Re + Search”. Re” defines yet again and “Search” defines to discover something. Meaning of research is “to observe the phenomena point to point and with different dimensions which results towards discovery of new thoughts. Singh Y.K. (2006) suggested that the research process includes observations with data collection and drawing out the conclusions. C.C. Crawford (2011) defines “Research as a systematic and refined

technique of thinking, employing specialized tools, instruments, and procedures to obtain a more adequate solution of a problem”.

Yet research begins with problem recognition, compilation of data, facts with review on the real facts and analysis. Kothari & George J. Mouly (2012) identified research as the systematic application with scientific and logical solution of any identified problems in various fields. The systematic study in research has been aimed to inspire and encourage the development of social studies as a logical science.

### **3.2 REVIEW OF LITERATURE**

Fan. Pei. Sai(2010) defines review of literature as the process of reading, analyzing, evaluating, and summarizing scholarly information about any given subject. Kothari (2012) suggested that the literature review is simple and fruitful method of formulating precise research problem with hypothesis.

Singh (2006) identified literature review has Two Phases of Literature Review

1. Identification of all significant and relevant published material in the problem area and reading helps to develop the ideas and results on which the study will be made.
2. Writing of the research report with foundation ideas into it.

Ranjit (2010) identified the purpose of review of literature.

- To bring clarity and focus to the Research Problem

- To improve the Research Methodology
- To broaden the Researcher Knowledge in the particular research area
- To justify the Research Question in Theoretical or Conceptual framework
- To give backdrop information required to comprehend the study
- To establish study as a link in research to develop the knowledge in a specific field

### **Review of Literature about Human Resource Policies in Retail Industry**

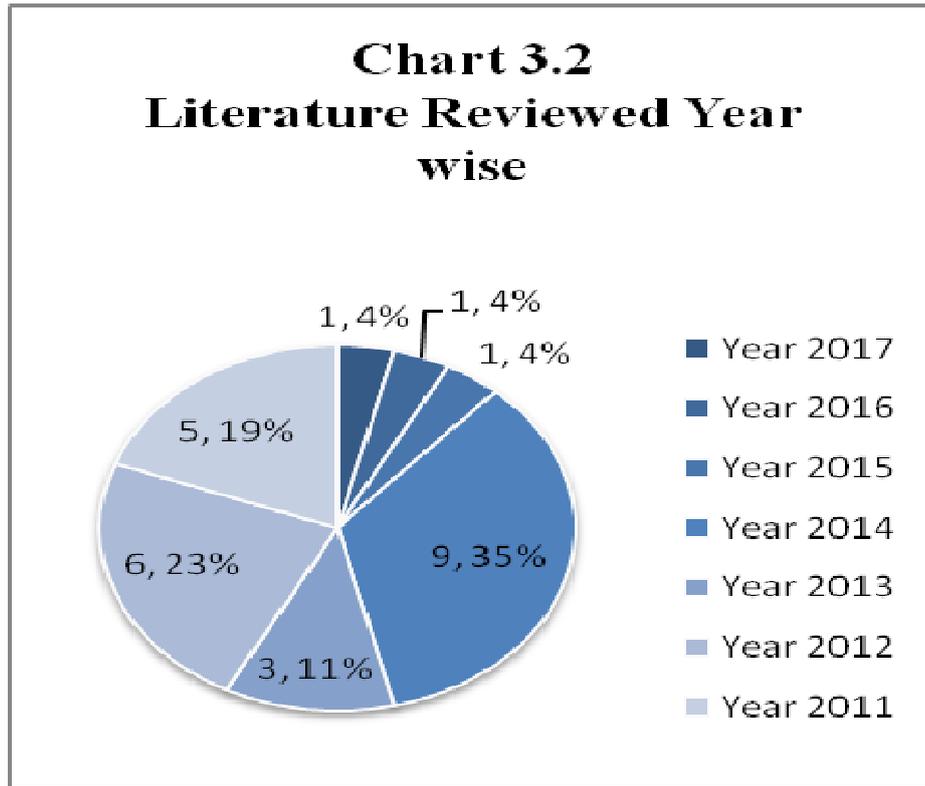
After globalization the Human Resource Policies evolved into Retail industry to deliver various Policies to the Employees.

This chapter focuses on various reviews to study the “**Impact of Human Resource Policies on Employee Retention in Organized Retail Sector: A Comparative Study of Shoppers Stop**”. The most relevant literature from the field of Human Resource development in Retail industry has been cited.

### **Dimensions of Review of literature**

Dimension of review of literature studied the impact of HR policies on employee retention in organised retail sector as given:

<b>Year No. of Literature Reviewed</b>	<b>Year No. of Literature Reviewed</b>
Year 2017	1
Year 2016	1
Year 2015	1
Year 2014	9
Year 2013	3
Year 2012	6
Year 2011	5



Source: Literature Reviewed

### Review

**Tay, A. (2017)** in this research **HRM Practices of an International Retailer in Malaysia: Comparing the Perceptions of Subordinates and Supervisors at Six Retail Outlets** states that earlier retail businesses and past empirical studies have focused on customer behaviour perspectives and given importance to their viewpoints rather than the viewpoints of the human capital. This investigation enlightens the extent to which 292 subordinates & 106 immediate managers observe that high participation of human resource management practices are well applied in six large international outlets in Malaysia. The study exposed that managers were highly rated than their assistants because of the ability to perform and participate in decision making and training programmes as well as the

existence of evidence, fair rewards in six outlets. In additions there were also changes in views of the employees from different outlets perceived about which four HR practices components were present in their respective organisations. This study deliberates a small part of the initial findings on the relationships of high involvement of HRM practices, commitment of employees, and performance in the service industry. This study highlights some challenges of managing employees in retail business. Like other employees retail employees have the same requirements to be empowered like training rewards and also have to access to relevant information and resources. Primary results showed that there were so many gaps in the perception of subordinates and the supervisors in high involvement HRM practices. There should be a need to take some step to narrow down their perceptual gaps for organisational effectiveness in the retail business.

**Sharma, M. A., Tyagi, A. K., &Tyagi, V. (2016)** In their research paper **A Study on the Effect of Work Stress on Quality of Work Life in Retail Sector-with Special Reference to NCR.** States that nowadays business world is changing so is the competition so if the organisation has to survive and grow in this changing world organisation has to adapt few changes in rapid changing environment. In their research it has been witnessed that work stress plays a very important role in organisation. Employees are so overstressed from their work, information overloaded, job security, increasing pace of life influences the quality of work life and also decides the performances of the employees in the organisation and without employees organisation can achieve its goals. In this investigation researcher observed that organisation needs to take steps and consider strategies to

improve the employee's quality of life and also satisfy the needs of the employees for both to achieve individuals and organisational goals. The success of any organisation is highly depends on the attraction, recruitment motivation and most importantly retain employees in the organisation. This study has focused on work stress on the quality of work life in retail sector of NCR and in this study researcher has identified four factors and also states excessive workload contradicting demands discrimination of age gender or sexual harassment job security individual differences these are the factors which affects their physical fitness and decreases employee's job satisfaction.

**Kumar, K.S. (2015)** In this research paper **Organized Retailing in India: Challenges and Opportunities** The researcher has stated and studied about the retail scenario in India which is changing very quickly and is being examined time to time by huge investments by foreign and local retail leaders of retail sector. Liberal market strategies and changing consumer buying behaviour these are the two terms which has been sown the seed of retail revolution. Indian retail is an emerging very quickly and imparting the consumer preference across the country. Today retail is the sector which has become the largest sector which contributes major GDP to the country and it has been increased by approx. 14% to 22 percent. Modern retailing which a very new concept and is capable enough of generating employment opportunities for 2.5 million people by 2015 in numerous retail operations and over 10 million extra personnel in retail support events. 95% of the Indian retail comes in the unorganized sector category. Organized retail is

anticipated to grow from 5-6 percent to 14 to 18 percent of whole retail by 2015.

India has become most preferred retail target in the world.

Retailing offers a critical connection amongst producers and consumers in present market economy. Retail in India just because of the huge opportunities it has become most vibrant industry and signifies huge chances both for domestic and international retail players. It has been identified that modern retailing is not a risk for independent Mom stores and Pop stores as most of the customers said that Kirana stores will not stop visiting by people because they strongly agreed on coexistence of both is requirement of the day though frequency of visiting to kirana stores is reduced but it's an opportunity for revolutionizing for attracting more and more consumers. So, organised retailing is useful for India because it's into nascent stage and definitely progressive to reshape the organised stores. Modern retail has heaps to go in India.

**Nalla, B., &Varalaxmi, P. (2014)** in their research paper**Human Resource Management practices in organized retailing—a study of select retailers**states about the retail sector which has been dynamicand motivatingIndia for a better position in making economy and compare it with other Industrial and other agriculture segments. In numerous retail sector parts, it has been constantly obtaining decent position in terms of work and as well as influenced to India's Growth Domestic Product. Retail in India has also been witnessing wonderful changes. Int oday's tough competitive environment and specially organized retailing especially in 21stcentury, the necessity for effective HRM policies has been increasing very quickly. The current study is a research based survey which

mainly focuses on analysing the needs of HRM practices and the employee's opinions towards the satisfaction points. Additional this investigation is a comparative analysis on the three selected retail companies, i.e., Reliance Fresh, More and Spencer's retail units in three selected Indian cities.

The study reveals that effective Human Resources influence the productivity of organization. From this study it has been observed that selected three retail companies Reliance Fresh, More and Spencer's engaged themselves only in their activities and have not provided whole satisfaction to the employees with reference to human resource practices. Two-way ANOVA test revealed that there are a lot of differences in satisfaction level and opinion of the employees with lot of bag logs in HRM practices especially in the area of orientation, training, improvement, Programs, motivating and employee amenities. So effective Human Resource practices will bring out the productivity and satisfaction to the employees.

**Lahoti, J. (2014)** examined in the research paper **Role, Scope, and Challenges of HR in Retail Sector** that in India the retail setups have been developed so vastly over a relatively short span of time or in these seven to eight years. These are the important aspects which have been the growth indicators of the organized retail sector in India. But due to the entry of global players in retail business has created a vast challenge to the Indian companies. Retail players nowadays focused on active clientele into the stores to drive sales at the same time reducing cost expenses of the business. On the other side, it possesses huge challenges with respect to dealing with the short supply and demand of capable competent staff, sustaining high performance future talent pool, and retaining significant

manpower. The impact of globalization in the country and also mergers and acquisitions in retail organizations remain a big struggle with the recruitment and selection of job-oriented employees. So, the key biggest question for the retail organization in India is how organisations can endure high performance with economic challenges as well as talent shortages. In order to respond to the competition the organized retailers started realizing the need for effective man power in the organisation so that companies can have better talent pool with them. The human resource policies and the manpower satisfaction become the chief concern for retailers.

The study has focused on the various problems and challenges faced by the HR department in retaining and procuring the employees of organized retail companies. The study has revealed the significance of human resource management and employee that it plays a vital role for the development in any business sector and is the backbone of any business. So organizations have to focus on daily requirements of health and motivational factors like incentives, perks. The study also revealed the fact that HR department still faces the challenges of highly attrition growth rate, employee absenteeism, & application of advanced policies in the retail stores. So it has been strongly recommended that the retail outlets has to implement proper HR policies in order to preserve staff and grow the manpower who the main valuable properties for the organisation.

**Almas Sultana.(2014)** The researcher states in his research **Human Resource Management in Organized Retail Industry in India** that the main achievement of an organization is mainly depends on its HR management and the practices

which has been corporate in the organisation. HRM plays a very dynamic part in attaining the organizational goals. This sector has given a notable part in India with incredible contribution to the Indian economy as it is a growing sector. Retailing has been witnessing fantastic variations with the entry of big organized retail companies in the industry. The organized retailing of India is undergoing with a huge transformation and is estimated to meet up global standards. In this competitive domain the need for effective HRM practices has been growing so fast. In order to face this cut throat competition of global economy, the organized retail in India have taken initiative to execute the HR policies so that organisation strengthens the business with the help of HRM undertakings. The present paper throws light to analyse the HRM practices and implement in the organized retail sector in India. The study has also shown that the Human Resource (HR) challenges faced by the sector and suggested measures to improve the work culture in Indian scenario.

This paper presents a significant role of HRM practices in development of retail industry and also emphasis on effective HRM activities which includes recruitment, performance assessment, T& D, pay and reimbursement, and career succession planning, etc. It is being observed in this investigation that it is also facing some major problems like lacking of formal education in retail, employee attrition, and complicated human resource environment. Therefore it emphasises on effective HRM policies to become more competitive in near future.

**Kumar, A. (2014).**The researcher in his study **Retail Sector: Growth and challenges perspective in India** has investigated about this research that the

Indian retail industry has developed the fifth largest place in the world. It has comprised with organized and unorganized sectors and he also mentioned in his study that Indian retail industry has been one of the fastest developing industries in India. It is growing from US\$330 billion in 2007 to US\$640 billion by 2015. It is one of the fastest developing sectors in India and has the world's second largest place in customer market. In India retailing has become the main business undertakings and important sources of employment. Due to vast changes in the consumer behaviour, preferences of the customers, and growing economy of the country, buying capability, less time and fastest life made the evolving biggest challenge in the retail sector of India. Indian retail sector chiefly has been categorised into two parts unorganized and organized retail. He also mentioned that organized retail has less market share in comparison of unorganized retail sector so to increase the market stakes of organised retail sector. Recently Indian government allowed FDI in single brand retailing and multi brand retail, which comprised challenges for retail industry.

The purpose of this study is to find out the development and challenges faced by Indian retail industry and also the major problems for Indian retailers and as well as for the overseas retailers. The study also shows about the detailed description of growth and challenges of retail industry in India. The study reveals about past details that from last few year retail has been a promising industry and it has opened door for so many retailers as well as for the foreign players. Due to change of the scenario in economy, retail sector also grabbing the attention of scholars to make some efforts to study of growth and challenges. As efforts have been made,

in this paper to shows the present status, growth, chances and difficulties of retail sector in India.

The motive of the research is to discover the growth and the challenges of retail sector in India which is based on secondary data sources information from numerous books, trade journals, government publications, newspapers etc. This research shows the data of organised and unorganised sector that unorganized was 92% and organized sector was 8% in 2010. Due to globalisation and in change of behaviour and taste of consumers it is expected to grow 7% by 2020 Retail industry is touching heights towards modern concept.

**Karuppasamy R., N. Ramesh Kumar (2014)** In this research paper **HRD Practices on Employee Engagement: Retail Organizations** has stated about the contribution of the retailing which has been done to increase the platform to perform for the retailers. Retailing revealed its importance in India's marketplace with wonderful input to the Indian economy. Retail organised sector has presented the perfect stage for the Indian businesses to take perfect entry into this sector and develop the environment of it so that its economy reaches to next level.

Researchers also stated that after entries of the worldwide leaders in India Indian retail industry has faced enormous encounters like organized retailers of India has to understand the need for well-organized manpower to façade the overseas leader competition. The main concern for the organized retail sector is to adapt HR policies and more focuses on personnel satisfaction. The current investigation provides a perfect image on the problems related to the HR policies and the

influence on employees. The survey has also revealed few factors which are related to the HR policies like employees should not only favour the incentive plans but also the healthy environment because it also plays dynamic role for employee's performance. Supervisor has also played major part in taking initiatives in the application of performance assessment.

*Saini, D., &Grewal, R.*(2014)in his research **Organized Retailing: Growth, Impact and Future** the researcher opines that the main purpose of this research is to examine the impact of retail service quality or loyalty of the customers. Retailing is the significant channel between the manufacturers and customers in current market economy. India retail is one of the greatest lively businesses and an enormous chance both for local and global retailers. In this researcher states that modern retail is not threat to independent stores as most of the customers believed that Kirana stores can never be stopped visiting. They powerfully decided on existence of both that its requirement nowadays. Their rate is reduced to visit kirana stores because of the globalisation in retailing everything is easily available in the market customers need not to go out to their place and order anything they wish for and by this they are also getting attracting offers. So, organised retail is helpful for India because it's not creating an alarming situation to makeany encounter with unorganized stores but redesigning or reshaping the unorganized stores into promising organised stores. Modern retail has much to go in India. The development of modern retail stores has been so much slow in India as related to other nations and the growth of this sector is restricted by the occurrence of regulatory and structural limited boundaries.

**Sarvar, R.** (2014) in his research **Effects of FDI in Retail: Windfall or Pitfall** stated that Indian government now has been very liberal and allowed 51% Foreign Direct Investment in multi-brand retail sector & 100% FDI in single brand which has been a great opportunity for Indian economy and itself a challenge. Over the last two decades it has been an essential part of the development strategy of both the developed countries and developing countries increasing in their economies. It also boosts country's development through advanced technology, supervisory skills and competences in various sectors. The unparalleled growth of Indian retail market has fascinated many worldwide retail players as well as local business to invest in to this sector in India. The present investigation has focused on outline of the Indian retail sector along with, the windfalls of expansion and the pitfalls of Foreign Direct Investment in retail in India. Multi brands of FDI in retail can give an impact on unorganized retail sector of India to certain extent but that might be succeeded in urban areas comparison to rural areas and pressure of cost declining will come on small dealers in supply chain especially agriculturalists. So it is very early to forecast the scenario of Indian retail market. But the government should take protective actions to confirm that steady reduction of threats.

**Dastagir, A. S.**(2014)**Challenges in Modern Retailing in India** in his study has described that retailing in India is experiencing a procedure of development and is controlled to endure rapid change. The Indian retail industry traditionally which was controlled by small businessman i.e., Kirana stores operated by family members, seems to have finally come to a stage. Currently India is on the verge of a great age in retail which has fetched many variations and also unlocked entry for

many domestic as well as foreign players. Haats, melas, village fairs, convenience stores mom & pop stores these are the key component in the retail in India due to customers reluctance to go lengthy distance for purchasing daily needs. The traditional grocery stores have replaced the modern retail formats. It was not easy for organised retail sector to witness growth in India or in other developed or developing countries of the world. Basic limitation of retail sector is the politics which is an unsuccessful realism that has been coming in the way of achievement of organized sector and eventually the overall retail sector. The same issue has happened and created by unorganized sector against Reliance Fresh, Wal-Mart especially in U.P., Jharkhand etc. It's the major difficulty in the development of retail sector. There is actual need of balanced attitude to retail and government has to show a very energetic role in determining the future development. Though tradition retail has been performing so well and also playing significant role in the economy, but it has to shed off its shortcomings and inefficiencies. Thus, the organized sector is not only impacting on other industries totally but also it has profited its own competition i.e. unorganized sector. So, organized segment becomes the growth mantra of Retail sector.

**Ansari Abdul Kader G Nabi** (2014) in his research **Challenges before Organised Retail Sector in India** given brief info of the present & future challenges of retail business in India. It has also been scrutinized the difficulties handled by organized retail players in India and brand awareness between people from diversified classes in India and how the retail marketplaces are facing strong competition from their unorganized sectors. It has also emphasized the issues

which have been faced by Government of India for its strategy designing in organized retail sector. In India mostly middle class and its nearly untouched retail industry is the key force for global retail players wants to enter into newer markets, which in turn will help the Indian Retail Industry to grow fastest. Low per capita income compared to other developing economies & politics are the main obstacles coming in the way of success of organized sectors. The protest which is made by unorganized industry against the foreign MNC's entry like Wal-Mart is not considerable. It is the main problem which is been faced by the retail sector. Retail sector plays a very important and valuable role in determining the future course of Indian economy. However majority of India's small businesses carry on the business of retail but it has to shed off its issues and inadequacies. Thus, the organized sector can contributor to the India's GDP.

**Sudame, P., & Sivathanu, B.** (2013) Researchers have stated in their study **Challenges Affecting the Organized Retail Sector** that the Indian retail industry has been opened to foreign players also offers a great products and value-for-money to Indian Consumers. The Indian market is rising at an annual rate of US\$ 500 billion approx. 20 percent, is mainly controlled by kirana' stores as of now. The organized retail is a very promising segment and has huge potential to harness in the sub-continent. There are lot of foreign players like Wal-Mart and IKEA they have presently got the Government's permission to enter into the market, after making all the necessary contracts. Researcher investigated in this paper and tried to provide the present position of the retail sector in India and the detailed information about the challenges faced by the retail sector in India. This

study also comprises the prospects of retail stores and retail recent trends setup in India. This paper reviewed the survey that the leaders to understand the challenges giving impact on the retail sector.

This investigation is an effort to define the relationships among HR policies & work satisfaction in selected information technology companies. In this study researcher has included three IT Companies in Northern India and the data has been composed by using proper Questionnaire has established on work satisfaction scale developed by Wood et al. (1986) filled by 200 Employees through emails and analysed using T-Test and correlation of 124 responses that male & female employees have different opinion of HR practices are adapted by three dimensions, info- variety closure and pay. It is also been noticed that differences are statistically significant at the 95% level. So the organization should take care of HR Practices and gender differences should keep in mind.

**Venkatesh, N. (2013)** Researcher in this study **Indian Retail Industries Market Analysis: Issues, Challenges and its Opportunity for the 21st Century** stated that India is appearing as a fastest retail destination in the world. According to GRDI 2013 report India has appeared as the 14 favourable destinations for international retailers. This study provides whole data about the growth of retail industry in India. It also studies the growth of consciousness and brand awareness of people across different economic classes in India and also about the semi urban and urban markets of retail are seeing important development. India has appeared and come up with a longest way from its old method store concepts to enormous retail malls. Middle class preferences and also the income of the consumers has

been changed and which are the main attraction forces for global retail players want to enter into newer retail markets which will help them to grow faster in India retail industry. A study has been conducted on consumer's buying and their preferences commenced in Indian southern state (Chennai and Bangalore) through surveys to explain and see the impact of overseas players into the Indian retail business as well as also justify the unorganized retail and organized retail stores in India and its challenges encountered by the sector in coming future.

With diversification of culture and back logs of Indian studies have specified that retail growth will grow approx. 15 to 20 percent in next 5 years and younger population will also raise disposable incomes and fast development. Nowadays internet accessibility is every time available and it becomes a main factor for urban and rural cities.

For example Carrefour and Metro Group, biggest firms like United Kingdom.'s Tesco with a very small minority shares in Star Bazaar and biggest retailer Walmart which is a partner in India's Bharti Enterprises these are the top firms that are planning to expand in India. The researcher has also investigated that this industry has many advantages as well as drawbacks. It will boost the all the economies like real estate and banking sector and increase the competition which is good for the consumer's view point to many choices for their products selection. By this quality of the services has increased and will also be improved. Employment opportunities will also be open up and large number of manpower will be required to manage the channels.

**Sharma, D. V. (2013)** in his study the researcher tried to propose a conceptual outline comprising of Human resources management practices (supervision, job training, and pay practices), job satisfaction, and turnover and tried to explain the relationships among these variables. Researcher further added that job satisfaction plays a significant role in employee's turnover because when the job satisfaction level is low it would lead to employee resignation. On the other hand this paper proposes certain HR practices which gives impact on job satisfaction and which are directly correlated with the employee turnover. The study has identified that job satisfaction plays an important role in motivating employee's morale and achieving the organisational goals. So the organisations need to take some important step to execute proper HR practices to motivate employees and to achieve the organisational goals.

**Faldu, R. (2012)** In this study **Comparative Study of the Selected Apparel Retail Stores in the Organized Sector** researcher states that nowadays people have become not only become fashion conscious but also visit the malls for leisure and social activities and so these days malls have become a place to hang out instead of shopping. Lots of stores coming up in organized sector which measures customer satisfaction. Profiling retail customers and measuring their level of satisfaction in the selected stores in the city of Ahmedabad is the focus of the study. Using structured questionnaire primary data has been collected. It has been analysed that visiting retail outlets nowadays have become a social activity for people. Most of the shoppers influence by advertisements, friends and Colleagues. Only 80 percent of respondents out of 150 came for shopping inside the store and

rest of them were there just to hang out and meeting friends and getting refreshed. Only higher level of satisfaction found in Lifestyle was followed by Pantaloons and Westside.

Conclusion of this study is that visits of retail outlets have become a social activity. People do not have income level but they do visit mall at least once. It is been found that single people just visit the mall to spend time with their friends whereas to get refreshment during weekends married people come with family for shopping.

**Handa, V., & Grover, N. (2012)** This paper **Retail Sector in India: Issues & Challenges** delivers detailed information about the growth of retail industry in India. It observes the growing awareness and brand consciousness amongst people through different socio-economic classes in India and also states that urban and semi urban retail markets are also witnessing growth in the Indian retail market. It also explores the role of the Government of India in the industries growth and the necessity for further improvements. The study focuses on untapped retail industry which is the key attractive forces for global retail giants wanting to enter into newer markets which in turn will help the India Retail Industry to grow quicker. The paper includes recent strategies, strength opportunities trends, and the challenges, growth of retail sector in India.

The researcher reveals numerous problems & challenges for HR managers in the application of HRM policies and employee satisfaction in selected organized retail stores. The fact HR unit still face that the challenge which is high attrition rate,

employee absenteeism, & execution of advanced policies in the retail stores. So the organization should take appropriate decision on performance appraisal and other benefits like incentive plans and healthy environment for the employees it will continuously encourage the employees to achieve their finest.

**Kodikal, R., P, P., & Ahmed, N. (2012)**In his study **Managing Employee Retention And Turnover In The Retail Sector** states that Indian retail industry is the largest business in Indian economy and one of the main sectors in the global economy with an employment of around 8% and contributing to over 10% of the country's Gross Domestic Product. In India retail industry is expected to rise by 25% yearly mainly being determined by strong income growth, changing lifestyles, and favourable demographic patterns. Retailing is human resource centered. According to a report titled 'India Organized Retail Market 2010', published by Knight Frank India in May 2010 that around 55 million square feet (sqft) of retail space will be ready in Mumbai, national capital region (NCR), Bengaluru, Kolkata, Chennai, Hyderabad and Pune.

According to a report by the Mercer, the average attrition in 2010 was 10% across Indian companies, a rate that may rise to 25% in 2011-12 with improved salaries. With 88 per cent of Indian companies expected to recruit larger number of employees next year, the likelihood is that the churn will be even bigger. The boom in retail has witnessed large-scale recruitment and hiring across the country but that has led the industry to cope with high attrition too. This has provoked retailers to try out new innovations and not just getting raw and new talent but also retaining employees in the sector. In view of the growing importance of human

resource in the retail business, the authors are motivated to write this paper, discussing the issues involved, challenges faced by the retailers and the strategies to be evolved to make better utilization of the man power resource.

Retail is one of the biggest sectors who contribute 10% country's GDP in the global economy and expecting to be rise 25% yearly. In this article the author talks about the attrition rate was 10% till 2010 and that may rise to 25% in 2011-12 with improved salaries. With high attrition rate it has prompted retailers to innovate and focuses on not only raw and new talent but also retain the employees and to utilize the man power resources.

**Verma, A., Bedi, M., & Malhotra, M. (2012)** Researcher in his study **Exploring the Relationship between Hr Practices and Job Satisfaction across Selected IT Companies** states the scenario of retail which is very dynamic and has been seen many of changes in the worker viewpoints & behaviour with novel ventures opening up for personnel improving attrition. Each and every organization requires planning proper HR practices and the satisfaction of the employees. The present study is an effort to determine the relationship between HR practices and job satisfaction in selected IT companies in India. The data was collected by using a questionnaire which is based on a job satisfaction scale established by wood et al. (1986) The researcher also states about the facts and figures about the study that questionnaires sent through E-Mails to 200 employees across these companies and in return 124 responses collected that were implied and the data was analysed using T-Test and correlation. The result indicated that female & male employees

have different views in the organization and 82% of the HR policies are determined by three dimensions of job satisfaction, closure and pay.

This study is an effort to see the relationships between HR policies & job satisfaction in selected IT companies in India. It has covered three IT Companies in Northern It is also been noticed that differences are statistically significant at the 95% level. So the organization should take care of HR Practices and gender differences should keep in mind.

**Akhter, S., & Equbal, I. (2012)**Researcher in this paper **Organized retailing in India-challenges and Opportunities** analyses better strategic viewpoint for the retail sector in India and propose measures so that the corporate strategists could include the same both qualitatively and quantitatively. This study delivers thorough data about the growth of retail industry in India. This paper provides detailed information about the growth of retailing industry in India. The paper includes growth of retail sector in India, strategies, strength and opportunities of retail stores, retail format in India, recent trends, and opportunities and challenges.

There is very vast potential for the growth of organized Retailing in India to adopt some of the strategies so that it can rise extremely well and can reach each and every nock and corner.

**Husilid, M.(2012)**In this study **The impact of human resource management practices on turnover, productivity, and corporate financial performance** researcher evaluated the relations between the high performance and use of job policies ,including competitive manpower recruitment an selection procedure,

incentives reimbursement and performance management system. This methodology is supported by the development authentication of an tool that reflects the system of high performance work practices adopted by every firm. This study also offers first test of estimation on the impact of high performance work practices on firm performance is contingent on both the degree

The use of high performance work practices will be the result of better firm performance and also gives impact on corporate financial performance influences on employee turnover productivity. Human resources management and practices plays an important role of performance. This study evaluates high performance and work practices.

**Jhamb, D., & Kiran, R. (2011)**,in their study **Organized Retail in India - Drivers Facilitator and SWOT Analysis** opined that the Indian Retail sector nowadays is endorsing wonderful growth because of the changing demographics and growth in the quality of life of work life of metropolitan people. The outcomes of the study represent the structure, financial growth and varying demographics of shoppers that are the main driver of organized retail. The study reveals about the strength which is young age group, new innovations, increasing awareness are some good opportunities in retail sectors. On the other side shrinking of market, competition, demographic changes, increasing real state cost, increasing price are the threats & weaknesses of the retail industry. Likewise retail sector has lot of opportunities in terms of growth and development of the industry so there should be urgent need of taking step towards lots of opportunities to retailers for the success of the retail.

**Reddy, D., & Chandra (2011)** in his research **Human Resource Management Practices in Organized Retailing -A Study of Select Retailers** opined that this paper was to display a significance of the Retailing in India, and also retailing marketplace with remarkable input to the Indian economy. This investigation presents the growth in the organized retail sector and also shows the perfect stage to the Indian companies to take entry into retail sector and made the entry easy of global players in retailing. The present study shows about the HR practices and the employee satisfaction because it has been felt that HR practices are the primary concern for the organized retailers and also focuses on the numerous issues and challenges faced by the organisation in acquiring and retaining the manpower in organised retail organisations.

**Savaneviciene, A., & Stankeviciute, Z.(2011)**in their research paper**Human Resource Management Practices Linkage with Organizational Commitment and Job Satisfaction** viewed the necessary resources for organizational success. The primary aim of this Study is to recognize that human resources and their management have a significant impact on organizational performance. The aim of the paper is to show nature of HRM practices and the content of organizational commitment and job satisfaction &HRM practices influences organizational performance. The study also shows the significance of Human Resource Management Policies which motivates & enhances the job satisfaction and the opportunity to participate.

**Tooksoon, P., and Mudor, H.(2011)**in their research **Conceptual Framework on the Relationship between Human Resource Management Practices, Job**

**Satisfaction, and Turnover** explained the conceptual framework consisting of three HRM practice (supervision, job training, and pay practices), job satisfaction, and turnover, and to explain the relationships among these variables. Authors concluded significantly linked with job satisfaction & on the other hand HRM practice and job satisfaction are negatively and significantly correlated with turnover. However, the results of HRM practice and job satisfaction are strong translators of turnover. HRM practice and job satisfaction motivates the organization goals & reduces turnover.

**Aydogdu, S., & Asikgil, B. (2011)** Researcher conducted their study on 100 employees which were from production sector and 82 employees from service provider sector and they tried to find out the relationship between job satisfaction, organizational commitment and turnover intention which are investigated to determine statistically important relations.

Today working environment is changing because of the changes in technology behaviour of the people and so many changes has been witnessing by India so with these increasing changes there is a need of adapting innovation, motivation for employees to increase the productivity and by this employee satisfaction and commitment of employees will increase. The success and survival of the organisation is totally dependent on organisation HR policies and commitment of the employees and supporting the individual needs and also ensure the participation of each and every one. The purpose of this study is to identify the relation between job satisfaction, organizational commitment and turnover intention. The results shows in this study that job satisfaction has a significant and

positive relationship with three dimensions of organizational commitment and turnover intention has a significant and negative relationship with job satisfaction and organizational commitment.

### **3.3 RESEARCH GAP**

Above reviews conducted on Human Resource Practices revealed that in all the literature reviewed most of the articles are European Studies very few studies have been done in Rajasthan. The studies on precisely Human Resource Management Policies on employee retention have not been done for Rajasthan retail sector. Most of the studies are conducted either outside India or if in India then in metro cities only.

Either the studies are related to Job Satisfaction, Work Stress or turnover but only few of them studied the impact of HR Policies on Employee Retention. Retail sector is an emerging sector, a need is felt to do research studies specifically designed to address the issues pertaining to human resources. Retail sector exhibits a high rate of employee attrition so here is a dire need to device out employee retention strategies for retail sector.

### **3.4 SIGNIFICANCE OF THE STUDY**

Literature mentioned above identified about the Human resource policies and its requirement in the retail and other sectors. To develop an effective organization, hiring and retaining the manpower is very essential. But, the study on Impact of Human resource policies on Employee Retention has not been done for Rajasthan

retail sector and the motive behind this is because the entry of organized retail in the state is still in the initial phase. Hence, it seems significant to examine Human Resource Policies for the Retention of employees in the organized retail chains in Rajasthan.

The research objective is to explore the impact of Human Resource Policies for preventing employee turnover in the Retail sector in Rajasthan.

In this backdrop the researcher has been prompted to do research on the topic **“Impact of Human Resource Policies on Employee Retention in Organized Retail Sector: A Comparative Study of Shoppers Stop and Life Style”**

### **3.5 OBJECTIVES OF THE STUDY**

The present study aims to achieve the following objectives by considering the main objective as *“Impact of Human Resource Policies on Employee Retention in Organized Retail Sector: A Comparative Study of Shoppers Stop and Life Style”*:

- To study the Human Resource Policies of organized retail sector.
- To find out various aspects of HR Policies & its association with Employee Retention.
- To examine the impact of Human Resource Policies on employee retention in the organized retail sector.
- To analyze the impact of Human Resource Policies on employees retention in Shoppers Stop & Life Style.

- To evaluate the relationship between retention of the employees in the retail sector based on various dimensions.

### **3.6 HYPOTHESES**

The proposed research is on *“Impact of Human Resource Policies on Employee Retention in Organized Retail Sector: A Comparative Study of Shoppers Stop and Life Style”*. The following hypotheses have been formulated for the same:

#### **Null Hypothesis**

**H<sub>01</sub>:** There is no significant impact of Human Resource Policies on Employee Retention in organized retail sector of Rajasthan.

#### **Alternate Hypothesis**

**H<sub>A1</sub>:** There is a significant impact of Human Resource Policies on Employee Retention in organized retail sector of Rajasthan.

#### **Null Hypothesis**

**H<sub>02</sub>:** There is no significant difference between the views of employees regarding impact of HR policies on employee retention in Shopper Stop & Life Style.

#### **Alternate Hypothesis**

**H<sub>A2</sub>:** There is a significant difference between the views of employees regarding impact of HR policies on employee retention in Shopper Stop & Life Style.

### **Null Hypothesis**

**H<sub>01</sub>:** There is no significant relationship between HR policies & employees retention with selected different variables in retail sector.

### **Alternate Hypothesis**

**H<sub>A1</sub>:** There is a significant relationship between HR policies & employees retention with selected different variables in retail sector.

### **3.7 SCOPE OF THE STUDY**

The area of researcher is confined to Rajasthan State. Organised retail has been chosen as a Universe of the Study. Lifestyle and Shoppers Stop have been selected for the research. The research is being carried out on various dimensions of HR policies and their impact on Employee Retention.

### **3.8 RESEARCH DESIGN**

Claire Selltiz (2000) suggested that the conceptual structure of research design is based on the blueprint approach to collect, measure and for data analysis. A good design is categorized on the basis of flexible, appropriate, efficient and economical approach. The minimizing of the biasness and maximizing the reliability of collected data for the analysis is the key feature of good research design. The exploratory and descriptive research design has been used for the research. Exploratory research provides the direction of study in HR policies and its adoption in Retail industry in India. Exploratory research design has been useful for the researcher to decide paramount research design, data collection method and selection of respondents. In statistical research, the descriptive research helps to

describe data and demographic profile of the population for the study. Descriptive research assists to get the answer of (“who, what, where, when and how”) for the relevant research.

The exploratory and descriptive research design has been used to find out the level of awareness and trust among employees in Retail industry and challenges faced by employees in adoption of Human Resource Policies in Retail Industry. The research design also integrated HR Model to measure the impact of Retention in Retail Industry.

### **3.8.1 Sampling Technique**

In research, sampling is indispensable technique. It is not feasible to study the complete population in retail sector it is not viable. Sampling techniques have been used in all relevant research to make research findings cost-effective and more precise.

#### **Simple Random Sampling**

Simple random sampling is a basic type of sampling, since it can be a component of other more complex sampling methods. The principle of simple random sampling is that every object has the same probability of being chosen. The population has been divided in two strata on the basis of Organised and Unorganised Retail industry by the researcher. Afterwards the sample has been selected through Simple Random Sampling method from each homogeneous groups or strata of Organised and Unorganised Retail industry.

**Table 3.8 Sampling Technique**

<b>Retail Industry</b>	<b>No. of Employees</b>	<b>815</b>
Shoppers Stop	435	
Lifestyle	380	
<b>Total</b>		

Source: Primary Data

### **3.8.2 Sample Size**

**Necessary Sample Size = (Z-score)<sup>2</sup> \* Std Dev\*(1-StdDev) / (margin of error)<sup>2</sup>**

**SAMPLE SIZE FOR CURRENT RESEARCH- Assuming researcher chose a 95% confidence level, .5 standard deviation, and a margin of error (confidence interval) of +/- 5%.**

$$N = n0/ 1+ (n0-1)/n = 385/1+ (385-1)/815 = 267$$

**267** respondents are required.

A total of 350 questionnaires were distributed and out of which 160 from Shoppers Stop and 160 from Lifestyle were received (Total 320). After scrutiny of these questionnaire finally 150 completed questionnaire of each selected retail store were used for the present study.

### **3.8.3DataCollectionMethod**

The research is based on both surveyed primary and secondary data of Retail Sector.

- **Primary Data**

Using structured questionnaire and interview method the primary data have been collected from the customers and employees of selected Retail Sector Shoppers Stop & Lifestyle in Jaipur city of Rajasthan State. Structured questionnaires are Quantitative and Qualitative in nature. Both questionnaires contain various dimensions to evaluate the impact of Human Resource Policies on Employee Retention.

- **Tools of Data Collection**

There were three Sections of Structured Questionnaire administered to Employees of Retail Industry as given:

Section A Dealt with Demographic Profile of Respondents.

- This has been measured using nominal scale with intervals ranging from 1 to 5.
- Demographic Profile of Respondents as given

1 .Age 2.Gender 3.MaritalStatus 4. Education 5.Work Experience  
6Income

Section B Contains Human Resource Policies.

Section C Contains various Dimensions of Employee Retention.

This has been measured using “5 point Likert scale” with intervals ranging from 1 = Never , 2=Rarely , 3= Sometime , 4=often and 5=very often . The

respondents were also asked to reply to various statements on “5 point likert scale” ranging from 1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree and 5=Strongly agree. Content and construct validity and reliability were carried out to test the scales.

- **Content and Construct Validity With Measure of Sample Adequacy Using KMO and Bartlett’s Test**

The validity and reliability of the scales have been checked in pre-testing of questionnaire. To ensure the high degree of reliability of the collected data, the researcher thoroughly examined each statement designed for the study on customer satisfaction and employees responsiveness with e banking services. Kaiser-Meyer-Olkin (KMO) and Bartlett's test has been applied to measure the sample adequacy and strength of the relationship among factors. The researcher found that each item in both structured questionnaires had a meaning and associated to the objectives of the study.

- **Secondary Data**

Secondary data on the performance of the various online banking services and e banking products has been collected from the annual reports, publications, Trends and progress report from the FY 2007-2013 to FY 2014 –FY2017of the given retail sectors for the research on” Impact of Human Resource Policies on Employee Retention in Organized Retail Sector: A Comparative Study of Shoppers Stop and Life Style.” The secondary data have been collected through Annual Reports on the retail

industry, publications of annual and quarter reports, Website of individual players in sector.

### **3.8.4 Independent and Dependent Variables**

- **Dependent Variables and Independent Variables of Questionnaire Administered to Employees of Retail Sectors are as given:**

<b>Dependent Variable</b>	<b>Independent Variable</b>
<b>Employee Retention</b>	<b>HR Policies</b>
	Recruitment & Selection
	Compensation and Employee Welfare Policies
	Equal employment opportunity
	Grievance Redressal Mechanism
	Quality of Work life Employee Training & Development

### **3.9 PILOT STUDY - RELIABILITY & VALIDITY**

‘Reliability’ means the consistency of the items of the whole scale. Researcher investigated the “Cronbach’s alpha or “the reliability coefficient” in Pilot study on the responses through scale based questionnaires using IBM SPSS 22. According to Nunnaly (1978) “Cronbach’s alpha must be 0.700 or above”. Pilot study has been performed on coded data using SPSS 22. Though total sample size for the research is 300 respondents, which comprises 150 employees of Shoppers Stop and 150 employees of Lifestyle. Pilot study had been conducted on responses of 60 employees of both the sectors. The researcher had obtained Cronbach’s reliability coefficient for all dimensions as given below:

Reliability Statistics			
Table 3.9 Pilot Study – Reliability Statistics - Results Of Cronbach’s Alpha on			
Sr. No.	SECTOR	Reliability Statistics	
		No. of Items	Cronbach’s Alpha
1	Life Style	43	0.906
2	Shopper Stop	43	0.830

Source: SPSS 22 Result of Primary Data

From the above *table* it can be seen that the value of Cronbach's alpha is more than 0.700 which indicates a high level of internal consistency for our scale with this specific sample.

### 3.10 STATISTICAL TOOLS OF DATA ANALYSIS

Data analysis signifies the method of hypotheses testing and holds an outcome of findings on the basis of selected techniques.

Steps of Statistical Data Analysis in follows in Current Study are as given:

#### 3.10.1 Processing of Data

- Editing
- Coding
- Classification
- Tabulation

#### 3.10.2 Statistical Analysis Techniques

- Cronbach’s Alpha Reliability Test
- Kaiser-Meyer-Olkin (KMO) and Bartlett's Test Sampling Adequacy
- Inferential Analysis /Testing of Hypotheses

### **3.10.3 Processing of Data**

Data processing has been carried out with an arrangement of structured questionnaires after data collection from closet respondents.

- **Editing:** The editing had been done carefully for scrutiny of all collected questionnaires to check the completeness, error-free and readability of collected responses.
- **Coding:** The numeric codes have been assigned for each item in questionnaire. Code 1 has been given for strongly disagree code 5 has been assigned to strongly Agree with using the statistical software for social sciences (SPSS) 22 IBM application and Spread Sheet 2007.
- **Classification:** The received questionnaires have been classified on the basis of Retail sector as Shoppers Stop & Lifestyle using codes.
- **Tabulation:** Tabulation process helps in summarizing the data and displaying them in the appropriate tables in Spread Sheet 2007 which can be used for further analysis.

### **3.10.4 Statistical Analysis Techniques**

Statistical analysis made the observation more precise, useful and convenient. To analyse the data and testing of hypotheses collected data were aggregated on the basis of given dimensions under study. The statistical analysis has been done in given two ways.

### **3.10.5 Descriptive Statistical Analysis**

Descriptive Statistical analysis techniques as dimension wise average , percentage, frequency, mean and standard deviation were performed on coded data using IBM SPSS(statistical package for social sciences) 22. Tables and Charts were created using Spread Sheet 2007 and IBM SPSS 22 to analyse demographic structure of respondents. Factor analysis has been carried out to compare the impact of Human Resource Policies on Employee Retention in Retail Sectors on the basis of employee's responses.

Descriptive Statistical Analysis tools are as given:

- KMO and Bartley Test for Construct validity
- Pilot Study - Reliability and Validity Cronbach's Alpha Test
- Frequency Distribution
- Mean and Standard Deviation
- Factor Analysis Responses from Employees ShoppersStop and Lifestyle

### **3.10.6 Inferential / Empirical Statistical Analysis**

The collected data through structured questionnaire were aggregated on the given dimensions of study and reliability measures with Pearson Correlation and Multiple Regression tests were performed to identify the key factors which give major impact of Human Resource Policies on Employee Retention. Independent t Test has been conducted to see the views of employees between shoppers stop and lifestyle on the basis of employee's responses. Inferential / Empirical Statistical Analysis tools for Hypotheses Testing are as given:

**KMO and Bartley Test for Construct validity** **KMO** (Kaiser-Meyer-Olkin) and Bartlett's test: This test has been used to measure adequacy of the sampling, which also chooses the need to conduct factor analysis.

**Cronbach's Alpha Test Reliability Testing:** Cronbach's Alpha is designed as a measure of internal consistency of items in the questionnaire. It varies between zero and one. The closer alpha is to one, the greater the internal consistency of the items in the questionnaire. Cronbach's Alpha measures as 0.700, which shows highest reliability of the items.

**Multiple Regression Analysis:** It is a scientific measurement tool to measure the average relationship between two or more variables in terms of their original units of the statistics. It clearly shows the reason and effect of relationship between the variables. In regression, the variable corresponding to cause is taken as independent variable and the variable corresponding to effect is taken as dependent variable. Regression analysis is the relationship between dependent variable and independent variable.

**Independent t test:** Independent t Test has been performed to compare the opinions on the basis of various selected parameters.

**Correlation Analysis:** Correlation Analysis is a measurement tool to measure and check the association between two continuous variables. This tool measures both the size and direction of relationships between two variables. It also measures of the strength of the association (Tabachnick and Fidell, 1989). Correlation is the analysis and also the relationship between two variables. In this study correlation

analyses has been done Responses from Employees of Shoppers Stop and Lifestyle to examine the relationship between the variables.

The accessible literature review about Impact of Human Resource Policies on Employee Retention in Organized Retail Sector which is a comparative study of Shoppers Stop and Lifestyle indicates that there is a vast change which is taking place in Indian Retail sector in current scenario as this industry is on nascent stage and emerging with many challenges. However it has been identified that awareness of Retail employees, improvement in Human Resource Policies and also the level of employee retention have been achieved through enabled Human Resource system. Therefore the present research aims to compare and analyse the impact of HR Policies in Retail Sector through primary and secondary data of leading Shoppers Stop and Lifestyle. However, only few studies are carried out in foreign countries. It has been observed that none of research has been conducted to see the impact of HR Policies on employee retention in Retail Sector. Therefore, this significant research is an attempt to implement Human Resource Policies in retail sector to retain employees. The present study makes use of collected data from leading and more retail oriented sectors in Jaipur city of Rajasthan state. This chapter describes the research design of study along with various statistical analysis tools to do specific and significant research.

### **3.11 LIMITATIONS OF THE STUDY**

It has been proved that every research has its own limitations and problems which has been faced by the researchers whether it is been conducted in field of social

sciences or management. It might be the challenge and issue in front of the researcher because researcher could not probably brought the complete concept of particular area in one survey. Therefore, it is important to highlight that research itself is a learning procedure by which researcher tries to prove many conceptual and methodological issues pertaining to his/her research. Henceforth, like other researches the present research endeavor also suffers from some of the limitations, which are given below:

**The scope of study is limited due to the following reasons:**

- The sample taken for the study is limited in its nature.
- The study was limited to selected retail stores which were conducted around Jaipur city not as a beyond.
- The present survey was limited with only few physiological variables namely Compensation Employee welfare while other important variables such as job satisfaction commitment could also have been included.
- Biasness of the respondents may effects the results of the study.
- Refusal to provide responses of respondents may effects the results of the study.
- By testing the results on two retail stores the results cannot be generalized to other segments of retail stores.

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