CHAPTER – VI

CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

In Chapter-5, the findings of the study were presented covering various variables selected for the purpose. Based upon the findings of the study appropriate interpretations of the findings were made taking into account the findings of the previous studies conducted in India and abroad. In the present Chapter - 6, the conclusions will be drawn based upon the findings of the study. Accordingly, the recommendations will be made to the future researchers, academics and practitioners based upon the findings of the present study. The limitations for which the study could not be generalized for every profession will be highlighted in this chapter.

6.1 CONCLUSIONS

1. With the increase in retail industry experience the organizational commitment among employees decreases.

2. With the increase in job satisfaction there is increase in organizational commitment among employees working in organized retail outlets.

3. With the increase number of dependents there is decrease in organizational commitment among the employees in organized retail outlets.
4. With the increase in educational level, there is increase in organizational commitment among employees working in organized retail outlets.

5. With working spouses of employees, there is increase in the level of organizational commitment among them working in organized retail outlets.

6. The level of organizational commitment of male employees is higher than the level of organizational commitment of female employees working in organized retail outlets.

7. The level of job satisfaction of female employees is higher than the level of job satisfaction of male employees among employees working in organized retail outlets.

8. With the increase in retail industry experience of employee there is a decrease in their organizational commitment among employees working in organized retail outlets. However, with the increase in total experience there is an increase in organizational commitment among employees working in organized retail outlets.

9. With an increase in organizational position (status) of employees there is an increase in job satisfaction among both the male and female employees working in organized retail outlets.

10. The salary emerged to be the most important determinant in deciding the organizational commitment among employees working in organized retail outlets in India.
11. The level of organizational commitment of professionally qualified employees where significantly lower than the non professionally qualified employees working in organized retail outlets in India.

12. The level of job satisfaction of non professionally qualified employees are higher than the professionally qualified employees working in organized retail outlets in India.

13. With the increase in marital status there is increase in organizational commitment among professionally qualified employees working in organized retail outlets in India.

14. There is positive relationship between own house in the city the person is working and the organizational commitment among employees working in organized retail outlets in India.

15. There exists inverse relationship between working spouse and organizational commitment of professionally qualified employees working in organized retail outlets in India.

16. There exists relationship between organizational commitment with job satisfaction of employees which shows that with increase in job satisfaction level there is increase in organizational commitment employees working in organized retail outlets in India.

17. The job satisfaction of females employees are higher in comparison to male employees working in organized retail outlets in India.
18. Interestingly, higher the education of employees higher is their level of job satisfaction employees working in organized retail outlets in India.

19. The organizational commitment is lower in comparison to job satisfaction of employees working in organized retail outlets in India.

20. Unmarried employees are more satisfied comparison to married employees working in organized retail outlets in India.

21. The organizational commitment of employees with more than 8 years of experience is higher than their counterparts working in organized retail outlets in India.

22. The commitment profile found in the employees is strong affective commitment and strong normative commitment and weak continuous commitment that leads to poor citizen ship behaviour which may lead to exist of employees working in organized retail outlets in India.

6.2 LIMITATIONS OF THE STUDY

Following are the major limitations of the study –

1. In the last two decades there has been massive growth of organized retail outlets in different parts of the country. Since the present study is confined to four cities, the generalization of the findings is limited to those four cities.

2. The study was conducted taking into account a sample of 168 employees working in organized retail outlets in the country. Therefore, the generalization of the findings is limited.
3. For the purpose of collection of data, two standardized instruments of job satisfaction and organizational commitment were used so the generalization of findings depends upon the reliability and validity of these two instruments in the Indian context that too in retail sector.

4. The present study is confined to organized retail industry in India so the generalization of the findings of the study to other industry is limited.

6.3 RECOMMENDATIONS

Based upon the findings of the study, the recommendations can be made to the future researchers, academics and practitioners.

A. Recommendations for Future Researchers

Following are the recommendations to the future researchers:

6.3.1 The present study is confined to selected organized retail outlets in India. The future researchers can conduct study taking into account more number of organized retail outlets to generalized their findings.

6.3.2 The future researcher can conduct a study taking into account both organized and unorganized retail outlets in the country to find out how they are different from each other in terms of job satisfaction and organizational commitment of their employees.

6.3.3 The future researchers can make a comparative study between organized retail sector with other sector in the country to find out whether the retail industry is different from other industry.
6.3.4 The future researcher can take a large sample of employees working in retail industries across the country to measure their job satisfaction and organizational commitment in order to generalize their findings for the industry.

6.3.5 The future researcher can take other variables besides job satisfaction and organizational commitment in order to measure and strengthen the manpower management practices in the Indian retail industry.

6.3.6 The future researcher can design a readymade instrument and measure their reliability and validity with respect to job satisfaction and organizational commitment of employees exclusively in retail industry.

B. Recommendations to the Practitioners in Industry

Following are the recommendations for the practitioners in the industry:

6.3.7 Organized retail sector is a growing sector in our country hardly there is any academic research in this industry. Therefore, the leaders and the practitioners of this industry should be concerned to find out why people with more experience in retail industry are getting less job satisfaction.

6.3.8 The practitioners in this industry must make efforts to investigate why the professionally qualified people have lower job satisfaction than the non professionally qualified people in this sector.

6.3.9 The practitioners have to make effort to provide more job satisfaction to married employees working in this industry.
6.3.10 There is need to be concerned by the practitioners to investigate why there is decline in job satisfaction of people having experience of other industry are now working in retail sectors.

6.3.11 The practitioners in this industry have to find out why the job satisfaction level of employees is lower whose spouse is not working.

C. Recommendations for the Academics

Following are the recommendations to the academics:

6.3.12 The organized retail sector is a new sector in our country. There exist scanty of literature about this sector. The findings of the study will be of great help to the academics to evolve new models for the teaching with respect to various HR issues which will enable the management of this sector to attract, motivate and retain the star employees in this sector

6.3.13 The findings of the study may help the academics involved teaching in this specialization may evolve new teaching pedagogy so that the professionally qualified professionals joining this sector may derive job satisfaction and enhance their organizational commitment.

6.3.14 The findings of the study may enable the academics working in this sector to how to prepare people for this sector like other industries so that trained and qualified people will be available for this industry to meet the future manpower requirement.