Chapter 6: Summary and Conclusion

6.1 A. Summary

India is the foremost textile industries in the domain. Initially this industry was under the unorganised sector but since Indian economy became liberalized, this industry got completely revolutionised, there was a boost in this industry after the liberalisation and this is now counted and one of the key industries. China is the merely country that is a huge competition to India.

Indian textiles and apparel have a history of fine craftsmanship and global appeal. Cotton, silk and denim from India are highly popular abroad and with the upsurge in Indian design talent, Indian apparel too has found success in the fashion centers of the world.

Everywhere the industries are affected by the micro economic factors. The Indian apparel industry too falls in this category. The external factors are micro environmental factors. Those which lie outside small companies and their competitors are micro environmental factors affecting the clothing industry. Business owner’s control of these external factors is less, and they have minimal impact in changing them. Instead, these macro environmental factors must be adapted by small companies, which include consumer characteristics, technology, government influence and the economy.

The ability to differentiate themselves from key competitors and overall success is determined by the way companies adapt to the macro environmental factors. Consumer micro environmental factors include cultures, norms, lifestyle, demographics and population changes. The clothing industry is affected by these factors in different ways.

For instance, a small clothing manufacturing company creates styles that appeal to those of different cultures, especially if those cultural groups represent large enough segments of its market. On the contrary, there are no too many clothing items that do not fall under the norms of society which a wholesalers and retailers of cloth manufacturers avoid creating, such as styles worn 100 years ago.
The demand for larger jeans and pants sizes, such as relaxed or looser-fitting styles may increase by a larger population. Many people generally become more sedentary when they get into their 40s and 50s. Consumers need larger sizes and more room for comfort as their waistlines expand also there will be lower the demand for baby clothes because of decrease in birth rates in some areas.

Availability of resources, demand and production are the technological factors affecting the clothing industry. For instance, because of scarcity of certain materials, such as leather, there may be force on retail and wholesale clothing companies to sell more faux or substitute leather products.

As manufacturers are paid more, if the shortages of these raw materials are encountered, the prices of cotton clothing may be increased by the retailers. When the competitor introduces a new clothing style he shifts the demand from older fashions. Hence, small clothing manufacturers may need to discontinue certain clothing lines and produce new ones to meet the needs of consumers. Furthermore, clothing companies may add more advanced equipment in their plants which may force companies to fire some workers like robots.

Small businesses in the clothing industry are affected by a number of political and legal environmental factors. Issues such as workers' rights and child labor laws repeatedly affect the industries. The employers may be picketed by union workers in clothing manufacturing plants, especially if their medical benefits or wages are less favorable than workers in comparable industries. There is an impact on production when workers picket their clothing employers. Because of this there are delays for retailers in getting fall fashions or spring on time.

The retailers who purchase clothing from countries known for violating child labor laws are also picketed by the activists who are not employed by the companies. The small clothing retailer’s sales and profits may be affected by such negative publicity also there may be a force on clothing wholesalers to find different suppliers by a trade embargo against another company’s profits.
Both positive and negative impacts of the economic factor on the clothing industry are seen. People have more disposable income during economic boom periods. Therefore, they may increase sales for clothing manufacturers, wholesalers and retailers by buying more clothing. Anyway, recessions have the opposite effect. Sales may be significantly lower for these various clothing entities, which lead to a consequence that retailers may be stuck with large amounts of inventory and the clothing may have to be sold at substantially reduced prices. To compete with more generic brands clothing manufacturers and retailers may also need to sell lower-priced clothing brands when the consumers have less.

The study establishes that the trends and patterns of evolution, growth and expansion are similar across a majority of apparel retail firms in India. Customer demand factors have contributed greatly to the evolution and growth of apparel retail firms in India since 1990, i.e., post liberalization period. The firms focus on the product and merchandise mix strategies during the phase of evolution and growth. In respect of format extension, the firms consider internet sales as an additional non-store channel to complement the existing store based retailing.

The study establishes that all strategies, viz. product mix, pricing, branding and customer relationship have helped accelerate the growth of organized apparel retailing in India. Further, the study reveals that more customer related factors like customer orientation, customer demand and customer relationship are found to be common in causing the evolution and growth of the firm.

In respect of the factors causing decisions of the respondents at the time of expansion of retail operations with new formats, ‘Customer Demand’ has emerged as the most significant decision point considered by the firms for expansion. This implies that, based on customer demand, apparel retail firms may revisit their merchandise, brand-mix, pricing and customer relationship strategies to suit customer needs as they expand. India being a country with diverse tastes and preferences, firms ought to merchandise their stores after thoroughly understanding customer needs.
In this context, it is observed that firms like ITC Wills Lifestyle and Tata’s Westside have an exclusive private label mix in attractive price-points, catering to the different geographic customer profiles and fulfill seasonal demand as well. A case in point is Marks and Spencer, who revisited their pricing strategy and down scaled prices to suit the demand of the Indian consumers.

Other multi-brand firms like Shoppers Stop have forged special vendor-alliances to fulfill the demands of various segments of customers; noteworthy among them is the designer tie-up that the firm has forged to meet the demands of the fashion-conscious customers.

Maintaining and nurturing good relationships with existing clientele is more imperative than ever before for firms to thrive in a developing economy. This is particularly being relevant to the retail industry as the competition gets tougher along with the expansion of retail channels such as multi-channel retailing. They should realize that customers are becoming more discerning and that they view the store image is more crucial as the retailer assumes.

The following suggestions are provided to improve the store attribute and staff attributes in the retail outlets to enhance the shopping behavior of the customers.

Shopping experience was incongruent. Store ambience influences the customers greatly and much needs to be done to enhance the customers shopping experience. It is essential for the retailer to concentrate on the variety and quality of the products which calls for a good collection of brands and products.

The service of the employees is identified to have an overriding importance to customers especially when they are in service seeing that they attribute the procedures. Retail managers can also give importance to the refund policies when customers would have it in mind to exchange products, so that it will set aside the customers to come for repeat purchase. The customers feel that though the store is accessible yet they ought to hit upon convenient shopping hours.

The retail stores should provide extra space for the parking facilities so that the customers would find it convenient for shopping. The promotions offered by the store may be passable but the
customers may get a feel that window display should be more eye-catching as it persuades the customers for shopping.

The dimensions of information seeking and avoidance require a careful balancing act for many managers. Employees are desired to aid the purchase decisions of those high on information seeking, but the presence of too many employees will keep high avoidance consumers out of the store or out of the market. In markets where consumers have less information, the size of employees will be larger, but high-avoidance consumers may still be longing for sales-free purchasing in such markets. By giving better information through enough employees without sidelining the avoidance consumers, these markets have to be balanced delicately.

Consumers high on convince ability is prone to bump into sales situations that could end with them making unwanted purchases. Employees who encounter highly convincible consumers often have little incentive to not take advantage of the tendency. Even when the consumer can be expected to make repeat purchases based on high ranking inputs, employees still have a strong incentive to oversell consumers if future purchases from the consumers are not guaranteed to go through the same employees. Since the customers have prior experience based on the influential inputs of employees the customers are easily persuaded by them. The managers can ensure and motivate the employees for better results.

Retail store attributes that more attention and importance could be given to store ambience and merchandise attributes. The store should have a pleasant environment with adequate lighting, easily maneuverable and good display of products. The store must ensure sufficient collection of quality products and brands in various prices suitable for different customers. The store must also ensure that the customers are able to locate the products easily through an array of product showcasing.

The presence of employees in a retail outlet engenders an atmosphere where purchase is an obscure requirement. More over consumers demand exceptional service from employees for the products in a store. They were not even bothered what employees will think and never mind to switch to other stores. The presence of employees in a store will increase sales from consumers
even without pushing the sales or providing useful assistance to the consumer. Of course, sales augments further, once consumers obligate themselves to the employees by accepting his/her sales assistance. The managers may be able to encourage better sales behavior from their employees by ensuring that they get to keep past customers.

The face of retailing has completely changed due to LPG; consumer awareness gives a tough task to retailers to survive in the contemporary retail market. FDI approval in multibrand retailing has taken place, for which there would be an urge of front end talents to recruit, train, motivate as they are the only aspect to make retailer different from other competitors.

As retail industry is booming, the requirement of human resource plays a very challenging task as to recruit right people, selecting, training and development etc. is also becoming important. Today 21 million people are employees in retail sector in India which is 7% of the total national workforce, there are various roles of employees in a retail store, but a retailer need to identify the requirements and then allocate the right skills for the right job, as ultimately it is employees who can provide experienced shopping to the customer.

There are various HR challenges in retailing which needs to be focused which are

1. Unskilled manpower and lack of talents.
2. Stressful working culture- Working in retail sector results into long working hours, unpredictable hours, low wages, poor facilities etc. results into employees fatigue and stressful.
3. Lack of formal retail education –There is a three competency gap in various areas such as supply chain management, vendor development and customer relationship management.
4. Higher turnover – Attrition rate in this industry is almost 40% of which 20-25% is of front end talents.
5. Complex HR environment – Lack of experienced and trained people, lack of source of employment and little focus on HR planning, compensation measurement & working condition.
6. Customer facing skills – As first experience is vital and customer facing is the human movement of creating and maintaining personalized relationships with customer.

6.1. B. Findings of the Research

The research is based on primary data as well as secondary data. The secondary data was collected from the available published data from various sources including literature review. The primary data was collected from the chosen 10 stores bifurcated with 5 stores each of Westside & Shoppers Stop in Mumbai city wherein a total of 1000 employees were interviewed via a questionnaire including the store manager from all 10 stores. The methods of sampling were purely convenience or judgment sampling.

An organized survey form was framed for collecting the data. The questionnaire was personally administered among the respondents and data was collected from them. The data collected was processed and tabulated with the help of SPSS tools and other statistical methods. The data analysis was done using descriptive and inferential analysis. The final report is based on the data collected from primary and secondary sources. The hypothesis framed was tested for their validity and approval and the same are presented herewith.

The major findings of the research are summarized as below.

I. Westside:
   a. Westside is known for its style affordable price and quality. It also provides pre purchase services like accepting telephone and mail orders, advertising, window and interior display. This includes the post purchase service which was shipping, alternation, tailoring and gift wrapping. Cashing, parking, general information and restaurants are also some of the ancillary services which were provided.
   b. They also have various levels of service- self-service, self-selection, limited service, full service. However, Westside’s product strategy is not up to the mark. It is unable to separate itself from the competitors which mean that there is lack of product consistency.
c. Introducing new products according to the trend is very important but at the same time it is also very important to remain consistent in some way to remain different from the competitors.

d. Westside has its entire store placed very close to the competitors’ stores. Some other problems faced by Westside are, that target customer base changed overtime and not much shelf space is given to international brands.

e. They need to focus more on the international brands as customer preferences are changing from in-house labels to international brands.

f. Westside has very less media promotions. They promote in house brands with some space for some international labels. They tied up with some renowned designers. They started club west card to retain the customers.

g. The only way they can increase their customer base is by adding international brands in their product basket.

h. Westside should spend more on media promotions since their media promotions are very less. They should also hire a proper brand ambassador depending on the type of customer they target. They should try opening more theme based shops like, as it was an excellent market strategy by them, their positioning needs to be done more efficiently.

i. The store should also focus more on the training & development of employees which will help the brand to increase in the sales & generating more revenues resulting into beating various competitors store in and around the vicinity.

II. Shoppers Stop

a. Shoppers’ stop is a pioneer in modern retailing in India. Shoppers’ stop and it associates companies are involved in retailing through department stores, specialty stores, entertainment zones and large hypermarkets.

b. They started as men’s ready to wear store. Offering expanded to suiting’s, boys and ladies merchandise and added casuals, kids wear, jewelry, fragrances, cosmetics and watches making shoppers’ stop India’s first departmental store.

c. Their retail strategy includes, on an average 30,000 pieces of different products, merchandise sourced from 250 exporters in Delhi, Mumbai, Bangalore, centralized
buying for all products except cosmetics and perfumes to avoid sales tax which is an excellent strategy, it also carries 63 days of stock.

d. When we look at the physical characteristics of the store, the women’s section should be before the men’s section as men are serious buyers and women are impulse buyers and they can be easily attracted.

e. The one reason Shoppers’ Stop is liked better is for having a lot of international products, which differentiates it from Westside. Shoppers’ Stop also started with the loyalty program which if giving the customers loyalty points.

f. The threat that Shoppers’s stop faces is the economic slowdown that affects the purchasing power of the target consumer and also the rivalry amongst the established players and threat of the new entrants so they need to work according to that.

g. With regards to their employees the store should have a multiple blend of training, motivation, change management concepts of employees at all the levels so that there is no fatigue, absenteeism and lethargic attitude on the employees.

h. The employees at this brand are more informative, knowledgeable & trained in terms of dealing with the customer & this helps the brand to act as one of the strongest retail store from all its competitors.

Hypothesis:

- **Test of Normality:**

On the research after applying Kolmogorov-Smirnov (K-S) test to test the normality on both the questionnaire of employees as well as managers, we observed that p-value = 0.00 < 0.05, hence we reject H₀ and conclude that the data is not normally distributed.

a. **Hypothesis 1:**

H₀₁: There is a positive correlation between employee’s position, productivity and performance. vs.
\( H_{11} \): There is no positive correlation between position of employees and productivity or performance.

**Inferences:**
On testing the hypothesis on the data gathered we found out that p-value = 0.000 < 0.05, hence we reject \( H_{01} \) resulting into a conclusion that there is no positive correlation between position of employees and productivity or performance and all the three words are independent.

**b. Hypothesis 2:**

\( H_{02} \): There is direct relation between the size of retailer, working conditions & productivity of employees.

\[ \text{vs.} \]

\( H_{12} \): There is no direct relation between the size of retailer, working conditions & productivity of employees.

**Inferences:**
On testing the 2\textsuperscript{nd} Hypothesis on the research we arrived at p-value = 0.000 < 0.05, hence we reject \( H_{02} \) which helps in concluding that there is no direct relation between the size of retailer, working conditions & productivity of employees.

6.1. C. Conclusion:

There are various profiles in retailing employees are required which are store operations, merchandising, supply chain, logistics, marketing, buying, corporate service etc. The profile of human resource in an organized retail is around 70-80 % of manpower are employed for store operations and 55% of the workforce are educated up to 12th and 10th standard which vary depending upon the type of retail outlet. The major employment concentration is from eight mega cities i.e. Mumbai, Delhi, Kolkata, Chennai, Bangalore, Hyderabad, Ahmedabad and Pune and five niche cities like Faridabad, Amritsar, Ludhiana, Chandigarh and Jalandhar.
Training on soft skills, interpersonal skills should be given to employees to perform better in store jobs along with the product/service information. A short term training program say around 7 to 14 days should be given to existing employees and medium term training program around 3-6 months to the employees who have passed 10th and 12th grades. Non store jobs training i.e. merchandising, marketing etc. requires training for the period of 06 months -1 year.

Grooming also plays an important role for stales staff as they act as brand ambassadors of retailers at the movement of sale. There should be an accurate knowledge about the product amongst sales staff before selling any product and moreover a staff should represent a brand what is been sold by them, this would help to boost confidence and morale in employees resulting into providing best customer service and increase the productivity

The following conclusion can be inferred based on the basis of present research work;

1. With the increase in retail industry experience the organizational commitment among employees decreases, as a result of which the productivity and performance of experienced employees are more in the store based selling than a non-experienced employees in the stores.
2. Job satisfaction provided to employees will help the retail stores to generate more productivity from amongst its employees which in turn will reduce employee absenteeism and reduction in the attrition rate of employees from the stores.
3. Training, career development, increase in the educational level of employees and store manager, will leads to increase a good customer relationship management thereby creating a brand store in the market and generating revenues.
4. The level of organizational commitment of male employees is higher than the level of organizational commitment of female employees working in organized retail outlets, due to various personal factors like work life balance etc. The level of job satisfaction of female employees is higher than the level of job satisfaction of male employees.
5. Employee’s position in a store doesn’t have a direct impact on the store productivity and performance of the individual itself, more team bonding, team efforts make increase in the productivity of stores and employees.
6. It has been observed that training may be defined as the act of increasing the knowledge and skills of an employee for optimum performance. It is a process which improves the efficiency, effectiveness and productivity of employees by improving their knowledge; developing their skill set and inculcating in them appropriate behavior and attitude towards people and work.

7. Monetary & Non-Monetary rewards given by the stores plays a very important role to motivate the employees and store manager to increase the store productivity and thereby increasing their own productivity, which may be given in the form of incentives, bonus, commission, compensation, vouchers etc. i.e. over and above their salaries.

8. 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.

9. Westside and Shoppers’ Stop have more male employees than female employees from the age group 22 – 23 or around 25, which indicates that both the store considers fresh graduates from the colleges thereby the entry level for the employees will be sales staff, trainees, Sr. sales executives, fashion consultants or customer service associate.

10. Labor productivity may be defined as the most important factor needed in maintaining and developing a successful business enterprise. It is defined as the outcome of effort and achievement put in by the employees. Two concepts of labor productivity have been classified as labor productivity based on gross output and labor productivity based on value output.

11. Ways towards contributing to employee productivity used by both the store brands are division of work, allocating the right skill employee at the right job, providing salaries and incentives, healthy environment, transparency in promotion, job rotations within the department, regular meetings and mentoring and training and development. All these contribute to the employee productivity and have been taken into consideration by both the outlets but these outlets have given training and development the most importance reason being it guides them to customer relationship management and leads to higher productivity of the employee.

12. Training has many benefits both from the organization’s point of view and from an employee’s point of view. It benefits the organizations by reducing learning time of employees, making them reach acceptable levels of performance required for the job, and
increasing their productivity. This enhances both quality and quantity of the output. It reduces the supervision costs, facilitates economic handling of machinery and materials besides increasing the morale of employees and their loyalty towards the organization. From employee’s point of view, training helps them to acquire new skills easily, facilitates quick and safe handling of machinery, helps boost their confidence and have high job-satisfaction.

13. Many factors affect training like organizational changes, support of top management, commitment from managers at different levels, technological advances and organizational complexity. A skilled management of all these factors can ensure the success of training programmers and efficiency development in the organization.

14. Westside provides amazing training in sales target, interpersonal skills and customer relationship management, whereas, Shoppers’ Stop provides good training in the field of team bonding, sales target and customer relationship management.

15. There are many ways of testing the productivity of the customer’s, one of the ways which both the retailers follow majorly would be customer feedback. When the staff of both the outlets is classified into high productivity, low productivity and zero productivity and productivity, there was highest number of staff found in productivity. Both the outlets have also set a high benchmark for the productivity standards, which is very important for every business. Some factors that influence the productivity could be coaching, group working, team building, and training. But the factors that influence majorly the productivity of the employees is job satisfaction and leadership. Most of the employees from both the outlets agree that strong leaders, intensive training and team work & team building are the important factors for the development.

16. Leadership training is provided in both the retail stores and this training puts more emphasis on customer relationship management than the other aspects like personality development of the employees. Reason being that every employee in a retail store has to deal with the customers in some way and both the retailers aim at satisfying the customers and keeping them happy. For that good service should be provided to the customers.

17. The employees think that the store presentation, good merchandise, merchandise display, store format play a very important role. This improves the efficiency of the employees. It
becomes very easy for the employees to attract the customers. It also becomes easy for the customers to shop. The employees also think that a good system or technology leads to higher productivity. The work gets done quicker that the time it would take usually without technology. Some other factors such as the store location and discounts that are provided to the customers also lead to higher productivity.

18. The outlets also face a lot of difficulties while enhancing the productivity of the employees like no job rotation which makes the job monotonous and boring, no budget for training and the one which is very common is not much incentives and high sales target. Also, employee productivity raises sales offer during festive time. Both the outlets already being in a higher position can easily achieve higher productivity and higher sales.

19. The higher market share for some retailers is mainly because of two reasons that is a) Trendy merchandise b) Right positioning, which means that the store should be at the place where these merchandise are easily accessible to them. The main reasons for lower market share of some retailers would be when the staffs are not trained well about the customer relationship management and when the goods are not of high quality.

20. Both the outlets have some sales target set for the stores which is very important. Every business must have some sales target. On the basis of the analysis that was done, we can conclude that merchandise has a major impact on the sale it can influence the sale. When the merchandise is of a higher quality there will be more demand and when it is of a lower quality and not trendy there will be less demand. Some other factors that can influence the sale are characteristics of the customer, income of the consumers, also the size of the store and the type of the store. But it has comparatively less influence on the sales than the merchandise and the income level of the consumers. Westside has a higher percentage of sales lost due to stock out when compared to Shoppers’ Stop.

Every organization makes use of its objectives; in the same way employees are evaluated on basis of how well the employees achieve the goals of its organization. Employee productivity is basically an evaluation of workers efficiency or a group of workers. The employee’s productivity may be assessed through their performance appraisal. Appraisal is concerned with the process of valuing an employee’s worth to the organization with a view to increase the value, therefore most of the appraisal is linked to the system of rewards which is termed as development system.
6.2 Recommendation

Value creation in an organization is important that results into an interrelation between customer, employee and investor which have an individual requirement of creating value. In order to create value the employee should be taken into consideration by selecting them for the right job, train them, give appropriate rewards, treating them with respect, involving them ion decision making etc. for generating overall value for the organization.

The process of value creation is spread across at three different levels.

- Individual level involves creativity.
- Organizational level involves job performance by innovation.
- Societal level involves innovation and entrepreneurship and policies and incentives for entrepreneurship.

On the basis of findings from the research undertaken, the researcher comes out with recommendations which will be useful to improve the productivity of the employee and proper management of the retail industry that can take place. The recommendations are as follows;

1. The study revealed that retail industry is one of the key essential service industry whereby an encounter of employer, employee and customer takes place and exchange of ideas, communication, and information helps all the three parties to get their level of satisfaction as well as achieving organization objectives.

2. The retail industry is manpower intensive. Countries with high penetration of modern retail employ 10-12% of their workforce in retailing. There is a large working population in India. Therefore, the issue is not shortage of manpower, but competency gaps that exist because of absence of vocational training facilities for the organized retail sector. Hence, vocational training should be made available to reduce these competency gaps that have been existing.

3. Most industry players feel that there is a significant shortfall of resources trained in retail specific skills sets, including supply chain management, merchandising, vendor management, facilities management, customer relations, and branding. This has resulted in high attrition rates and rising people expenses, hindering aggressive ramp-up of most
retailers. Therefore, these resources needs to be trained in the skill sets mentioned above to reduce the issues being caused by it.

4. Shoppers Stop & Westside both are the major giants in their retail sectors wherein a tremendous merchandise are managed, with lots of varieties, at the same time there is a huge requirements of employees for these stores as the store sized varies from place to place and both the brands are looking after their employees considering various factors training and development, employee engagement, mentoring, performance management, career planning etc. which suits the brand and their human resource policies in a well-planned and systematic manner.

5. As retail sector is a service sector there is tremendous attrition rate of employees due to various reasons like, continuous standing in the store, high end targets, attending customers, maintaining records, handling visual merchandising etc. makes the employees feel boredom and fatigue that results into decrease in the satisfaction level, as a result of which the stores should concern for their employees by providing various monetary and non-monetary benefits so that the employee gets satisfied and generate more productivity not just for themselves but also for the stores.

6. Productivity of employees in stores can be generated with a proper input towards the desired output, the stores should follow an open policy, transparency, participative management culture, team building, bond sharing, customer experience management, which will enhance the better relationship amongst all the subordinates along with the customer thereby creating the goodwill of the brands.

7. Retailers must make a special department to display all their products to the consumers and provide the facilities of shopping online, so that the employees helps the customer to demonstrate the products effectively that the customer wants thereby increase in the sales.

8. The research revealed that consumer buying process is highly impulsive. Hence, both Shoppers Stop & Westside must focus on proper display of the products at the strategic location in the retail outlets to attract the attention of such buyers so as to enable the employees to generate sales thereby increase in the productivity.
6.3 Future Scope

Retailing is not just a shop, bazaar or a store; it has gone much beyond these words and has entered as malls and high street stores. The real estate scenario has changed drastically in Mumbai resulting into a sudden increase in the number of malls. The important aspect of retailing is selecting the right location to run into profits, the objective of retailing is to identify the link between location planning and brand mix and identifying the various other factors that generates profits for retailer.

Today there is an intense competition as the market is the global market. The root cause competition is invention, innovation, design, creativity, strategy and quality. In order to sustain in the market the retailer has to continuously try to do different in his entire business where in he has to practice the retail competitive process.

Research is a continuous process. It is never ending. It is essential to conduct future research as it is important to understand the other factors that improve employee productivity and to satisfy the customers better. The following research should be taken-up in future to add knowledge to the existing research.

1. The present study is confined to selected organized retails outlets in Mumbai that is Westside and Shoppers’ Stop. The prospective researchers can conduct a research taking into account more number of organized retail outlets like lifestyle to generalize their findings. This will give a broader scope to the research making it possible to find out more issues to these outlets.

2. The study can be carried out to investigate the opportunities for Indian retailers for transnational retail expansion. This study could be extended to other sectors such as jewelry, grocery, hypermarkets, home electronics and appliances, etc. Also, the study can look on to the supply driven factors.

3. The prospective 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.
4. A comparative study can also be done between the organized retail sector and the other sectors in the country to find out whether the retail industry is different from other by the prospective researchers.

5. This research was restricted to only 1,000 numbers of employees as a sample. However the prospective researcher can take a large number of employees working in retail industries across the country as a sample measure their job satisfaction and organizational commitment in order to generalize their findings for the industry.

6. This study being restricted to the variables like employee productivity and performance in a retail apparel industry with just two domestic brands like Shoppers Stop & Westside, the prospective researcher should now take other variables to measure and strengthen the manpower management practices in Indian retail industry.

7. The Researcher can design instrument and measure their reliability and validity with respect to job satisfaction and employee productivity and performance exclusively in retail industry.

8. The present research is restricted to employees and employers point of view of the whole industry focusing majorly on Westside and Shoppers’ Stop. Their point of view on the employee productivity, salaries and incentives, systems and operations. The other aspects where this industry could be researched more about can be the customers’ perspective about the leadership training and the coaching that is provided to the employees is having a positive impact on the customers or not. Whether according to the customers it is actually resulting in the productivity of the employees. Their views on the store presentation and store management. Since the retail stores are about understanding the customers’ interests and working accordingly, the research on the customer’s aspect would be very beneficial and informative.
6.4 Limitation of Research Work

No research is without limitations. There are some limitations of this research too which are as follows,

1. It is relevant to employees of only domestic brands like Shoppers Stop & Westside with specific area of Mumbai region which could be expanded to other brands as well as to other regions.
2. The whole study was conducted taking into account a sample of 1,000 employees. These employees and the information they give is generalized to all the employees of all the retail outlets. Since the number of sample employees is small, the findings are limited.
3. In this research, the collection of data was based on two standardized instruments that are; employees’ productivity and performance with organizational commitment. Therefore the generalization of the findings depends on the reliability and validity of the two instruments mentioned above, in the retail sector and in the Indian context eventually.
4. The present research is confined to the organized retail study in Mumbai city. So the generalization of the findings of the study is limited to this area specific only. This limitation makes the process of acquiring data to the other industry unable.
5. The study is restricted only to the employees’ point of view. Therefore, this limitation make us unable to see if the employee’s training and development, level of productivity has even been helpful to the customers as we were limited to acquire the employees’ point of view only and not the customers’ point of view.