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"An examination of women's employment policies and a trend analysis of turnover in organized retail stores in Pune City"

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Abstract: *Practices in human resources are essential to the growth of any firm. The Indian economy's progress has been significantly influenced by the retail sector. The retail industry is flourishing due to a variety of factors, including the urban nuclear family, the younger population's attraction to the industry, high luxury spending and high-income levels. Therefore, the retail industry must adopt preventative measures for its human resources in order to aid in both its own and the nation's development. In India, the retail industry is split into organised and unorganised sectors. Since the door is open to foreign retailers in India, which is generating a significant challenge and competition for Indian enterprises, the organised retail industry has provided them a chance to advance. An organised retail sector's human resources policies for ensuring employee satisfaction must be its top concern. The study in this context focuses on the employee turnover and human resource procedures in the organised retail sector. Self-report questionnaires are used in the investigation to examine general human resource practises in the organised retail industry and their impact on employees in Pune. On the basis of analysis of the records collected from the survey, certain conclusions, are clearly brought up in detail in the later part of this research paper. This paper is to study and analyze HR policies and how they impact the ratio of employee turnover for women employees in the organised retail sector in Pune. More specifically, the goal is to look at the many causes of employee turnover and determine which HR policies aid in keeping people with the company. For this study, information about employee turnover and other HR practices that have a direct impact on employee turnover will be gathered from organised retail establishments. This study report has been statistically evaluated in order to determine the best HR practises for the organised retail industry in terms of employee retention.*

Key Words: *Women employees, organized retail sector, Turnover, retention, HR practices, employment policies.*

1. INTRODUCTION:

Retail sector in India is one of the pillars of the Indian economy and accounts for 14 to 15 percent of its GDP. One of the top five retail markets in the world by economic value, the Indian market is projected to be worth US$500 billion. India's retail market is among the world's fastest expanding. In the past few years, the Indian Retail sector has seen marvelous growth in the organised retail. Major domestic companies have been entering into the retail field with high investment and long-term goals. There are organised and unorganised segments in the retail industry. Organized retailing refers to businesses each employing more than 10 persons and trading activities undertaken by licensed retailers, that is, who are registered for sales tax, income tax, etc. these include the corporate – backed hypermarkets and retail chains and also the privately owned large retail business. Organized retail such as supermarkets accounts for 4% of the market as of 2008. On the other side, unorganised retailing refers to the conventional low-cost retailing forms, such as neighbourhood kirana shops, owner-manned general stores, paan/beedi shops, and convenience stores, hand carts, pavement vendors etc. 96% of retailing takes place in these sector. The management of human resources is essential to the growth of any industry or corporation. Employees benefit from incentive plans, but a pleasant work environment and strong peer relationships are equally important to their performance. The HR division is dealing with issues including a high attrition rate, absenteeism, and the adoption of novel procedures in retail establishments. In order to retain and develop the workforce, which is an asset for the growth of enterprises, retail outlets should decide on and put into practice proper HR policies. The success of a retail firm greatly depends on the kind of human resource methods it employs and how people are handled. Human resources personnel are the foundation of any organisation. The retail

industry is experiencing difficulties and obstacles from a variety of sources due to the growing rivalry among organised retailers. The poll was conducted among a limited group of organised retailers, and the findings are as follows. The HR procedures and employee satisfaction have emerged as organised retailers' top priorities. The results of the current investigation will paint a clear picture of the problems with HR procedures and their effects on workers. The study will also concentrate on the numerous issues and difficulties that the HR department has encountered when hiring and keeping staff members of organised retailing organisations. Women employees in these outlets are less educated as compared to their male counterparts. Women do not consider this job much suitable to them as it involves long working hours. The main source of information regarding recruitment was referrals.

In the organised retailing industry, the HR department's top concerns now are employee retention and motivation. It is crucial for HR professionals to look after their employees because they are the foundation of their retail chain due to the demanding schedules and tasks associated in the retail industry. To maintain a high-caliber workforce and lower the attrition rate, it is necessary to periodically assess the different undercurrents among employees on business rules. In India's retail industry, attrition rates are observed to be relatively high according to a report by Retailer. In the Indian retail sector, attrition rates range between 30 and 35 percent. The main reason was found to be the typical nature of a job where a particular employee of an organized retail store needs to work on his feet work is reaction-heavy throughout the day, and the business is primarily transactional. Retailers are afloat in the retail scenario of the city and target the employee base of IT/ ITEs companies and the student population. Here are some major and most practicing HR practices for women employees in retail stores. Transparency in performance appraisal system, Employee Restrooms, Sanitation facilities, Staff accommodation, Safety at the workplace, Surprise gifts on best performance, Festival gifts, gift vouchers, Holidays/ Vacations, Flexi timing, Maternity or adaptation leave and benefits, Women Anti-Harassment policy etc these are the most practicing HR practices in the Indian retail stores specially for the women employees. These policies also help the HR manager to retain their best employees for a longer time in the organisation. These practices can also help in reducing employee turnover because if the employer provides proper and the required facilities to the employees then it will help to retain the employees for the long term in the same orgnisation. Turnover or staff turnover is the rate at which an employer gains and losses employees. "How long employees typically stay" or "the pace of traffic via the rotating door" are straightforward ways to sum it up. Both individual enterprises' turnover and the turnover of the sector as a whole are measured. When a company is stated to have a high turnover rate in comparison to its rivals, it suggests that its employees have shorter average tenures than those of other businesses in the same sector. If competent individuals are frequently leaving and a significant proportion of beginner workers are present in the workforce, excessive turnover may be detrimental to a company's production. The following table will show some categorized organised retail stores in Pune city.

Sr.No.	Category	Name of the Organized Retailer	Company Name	Location
1	**Departmental Stores**	1. Shopper Stop 2. Life Style 3. Reliance Mart 4. Vishal Mage mart	1. K. Raheja Group 2. Landmark Group 3. RIL 4. Shriram Group	1. Shivaji Nagar 2. Near Inox 3. Fatima Nagar 4. Fatima Nagar
2	**Hypermarkets**	1. Big Bazaar 2. Hyper city 3. Brand Factory	1. Future Group 2. K. Raheja Group 3. Future Group	1. Fatima Nagar 2. Swargate 3. Mukund Nagar
3	**Supermarkets**	1. Food Bazaar 2. Spencer 3. More	1. Future Group 2. RPG Group 3. Aditya Birla	1. Chinchwad 2. Wanowadi 3. Kondhwa, Bund Garden
4	**Specialty Stores**	1. Levi's 2. Little Bee 3. Mom & Me	1. Levi Strauss & Co.	1. Hadapsar 2. Viman Nagar 3. M.G Road
5	**Malls**	1. Inorbit mall 2. Pune Central 3. Phoenix Market city	1. K. Raheja Group 2. Future Group	1. Nagar Road 2. Bund Garden 3. Nagar Road

2. LITERATURE REVIEW:

According to Pratibha Goyal & Navreet Kaur in 2010 the employees working in the retail outlet are young women who are less educated and they don't think that this job is suitable for them as it contains long working hours. The main information was collected that there no fixed rest interval and they work overtime on weekly off day and that also without extra pay. In 1999, Boxal and Steeneveld have studied that human resource policies have a direct impact on employee quality such as skills, attitudes and behavior which are later interpreted into the improve organizational performance.

As per Purcell and Hutchinson, 2007 HR policies bring changes in the employee motivation, satisfaction, ability to work and opportunities to participate in the work positively.

The statement by Paauwe, in 2004 says that in order to bring long-lasting and improved results and to significantly contribute to the success of their organization, employees must be motivated, dedicated, and satisfied with their job.

According to Boselie in 2001, it was accepted that unless the organization is able to retain its employees, it will not be able to take advantage of on the human assets developed within the organization. As a result, employee retention and presence may enhance organisational effectiveness.

Holbeche and Springett suggest that people seek more meaning in their day-to-day work than they do in their personal lives. This suggests that businesses should try to make work meaningful by learning what is important to their employees.

Recently Almas Sultana 2014 found out that every retailer is looking at different ways to inspire their employees and reduce attrition rate. The introduction of rewards, incentives and recognition of employees is more and more becoming popular within the industry. Employees should get a competitive remuneration package that includes both direct (salaries, commissions, and incentives) and indirect payments (paid vacations, health and life insurance and retirement plans). Attrition is a challenge that many businesses face nowadays. It's harder to retain employees than to hire them. Retailers must therefore consider several methods they might adopt to lower turnover and raise employee morale.

According to the research report, sponsored by Colonial Life, SHRM's in 2014 provides comprehensive information about the types of benefits U.S. employers offer to their employees. In 2014, more than 300 benefits were investigated, including those related to health care and welfare, preventive health and wellness, retirement planning and savings, financial and compensation, leave, family-friendly, flexible working, employee programmes and services, professional and career development, housing and relocation, and business travel.

According to Andrew Ballentine, Nora McKenzie, Allen Wysocki, and Karl Kepner, Monetary and non-monetary incentives vary in their roles, effectiveness, and appropriateness, depending on the type of incentive.

In 1993, Alfie Kohn argues that incentives actually hamper associates and companies by decreasing associates' motivation, interest, and job satisfaction. The goal of incentives was precisely the reverse of what is happening here. The workers for whom incentives were designed must be considered. To satiate the various demands and interests of colleagues, a balance between monetary and non-monetary incentives should be used.

3. OBJECTIVE:

- To study the HR practices of women employees in retail stores.
- To know whether effective HR practices can reduce employee turnover in the organisation.
- To study the trend of employee turnover in the retail sector.

4. RESEARCH METHODOLOGY:

The study was descriptive and exploratory in Nature. The research study was conducted in organized retail outlet in Pune city. 3 organised retail stores were selected for this study (Vishal Mage mart, More and Reliance Mart). On the bases of willingness to share the information data was collected from the employees of selected organized retail stores. The study is based on the primary data which is collected with the help of a structured questionnaire. The sample size of the respondent was 49 respondents. The questionnaire was divided into two parts, first part consist of a profile of the respondents and the second part consist of questions related to human resource practices which are followed in a maximum of organized retail stores. The collected data was analyzed with the help of frequency distribution and percentage methods. Secondary data will be collected through journals, reports, websites and related magazines.

5. ANALYSIS:

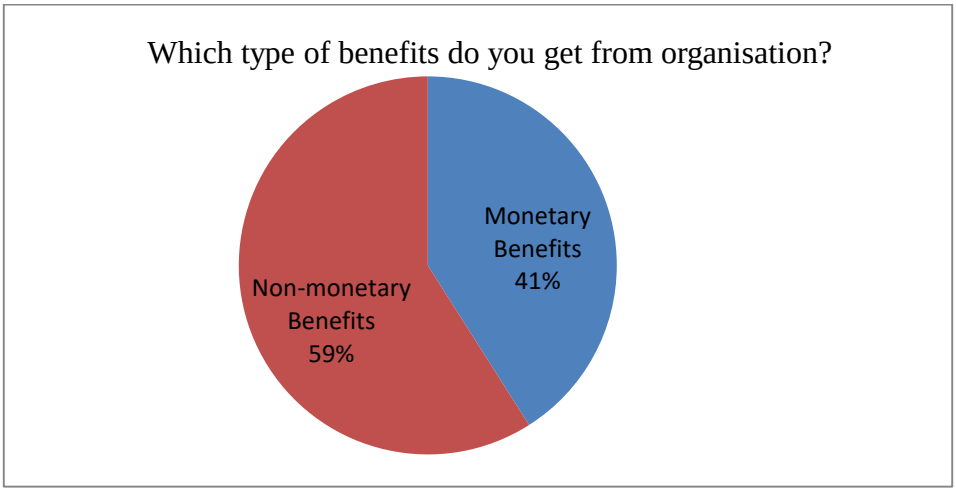
The profile of the employees of the various organised retail outlets was studied on the basis of demographical features like age, education, marital status and the family income. It was found that the age of most of the respondents

varies between 23 years to 27 years which shows that the youngsters are more suitable for this job due to their energetic and enthusiastic personalities. It was also found that 28 out of the 49 respondents are graduates and 15 out of 49 respondents are undergraduates and 36 out of 49 women employees are unmarried. When asked about their family income it was found that 24 respondents have a family income between 2.5 lakh to 3 lakh and 17 respondents earn between 1.5 lakh to 2 lakh, and very few have a family income above 3 lakh. Single respondent has a family income less than 1 lakh.

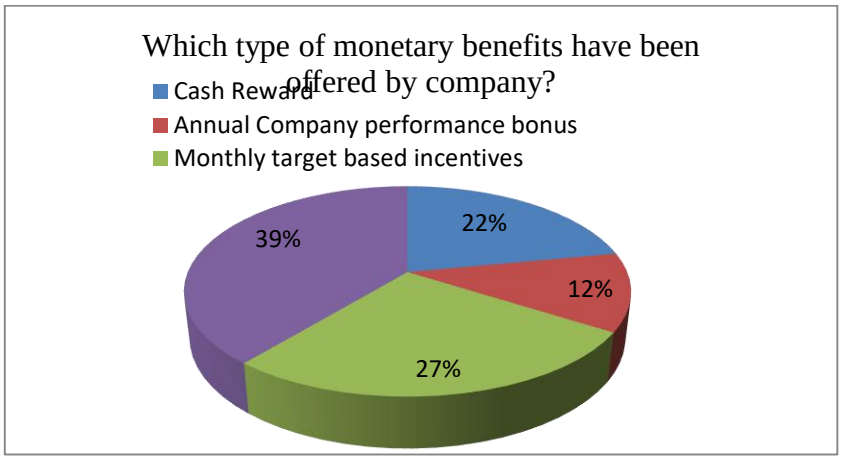
	Vishal Mega Mart		**Reliance Mart**		**More Store**		**Total**
Age	**Respondent**	**%**	**Respondent**	**%**	**Respondent**	**%**	
18-22	5	29	8	47	4	27	**17**
23-27	9	53	4	24	6	40	**19**
28-32	3	18	5	29	5	33	**13**
Education	**Respondent**	**%**	**Respondent**	**%**	**Respondent**	**%**	**Total**
10th	3	18	0	0	3	20	**6**
10+2	2	12	2	12	5	33	**9**
Graduation	10	59	11	65	7	46	**28**
Post graduation	2	12	4	23	0	0	**6**
Marital Status	**Respondent**	**%**	**Respondent**	**%**	**Respondent**	**%**	**Total**
Married	2	12	5	29	2	13	**09**
Unmarried	15	88	12	70	09	66	**36**
Divorcee	0	0	0	11	3	20	**3**
Widow	0	0	0	0	1	13	**1**
Family Income	**Respondent**	**%**	**Respondent**	**%**	**Respondent**	**%**	**Total**
Less than 1 lakh	0	0	0	0	1	6	**1**
1.5 lakh to 2 lakh	2	12	5	29	10	80	**17**
2.5 lakh to 3 lakh	10	59	10	59	4	26	**24**
3 lakh+	5	29	2	12	0	0	**7**

Graphical Representation of the response.

Graph No. 1



Graph No. 2



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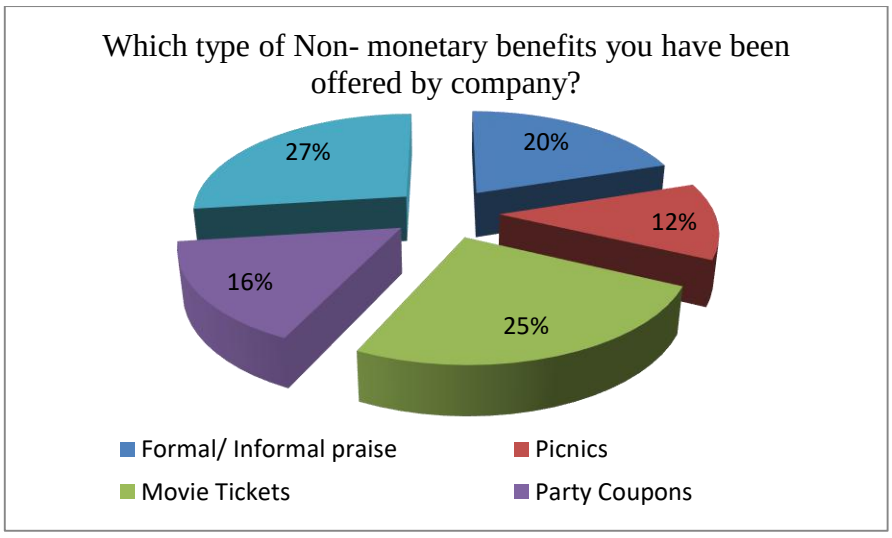

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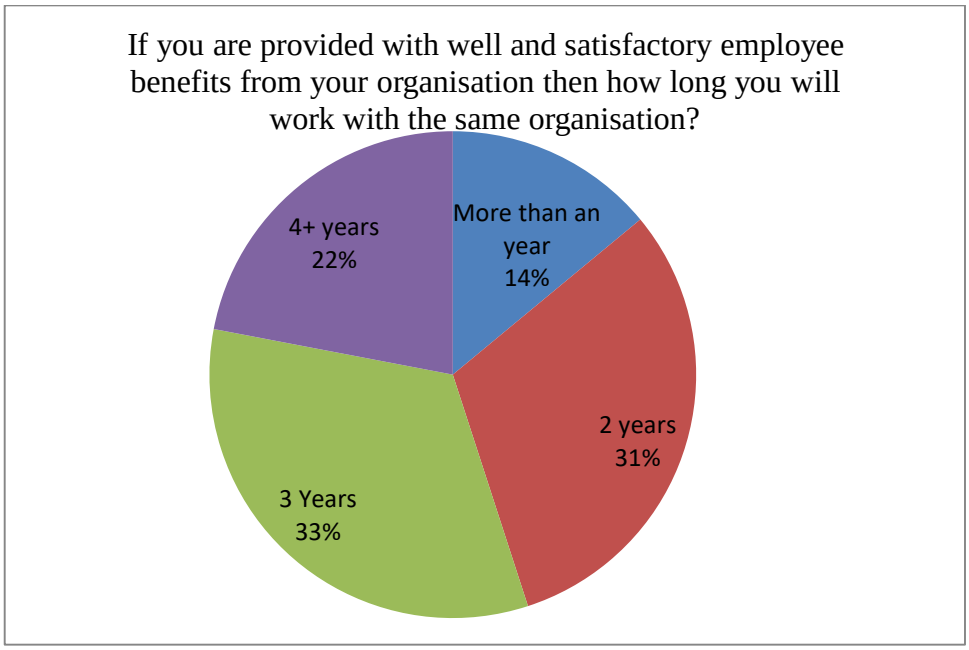

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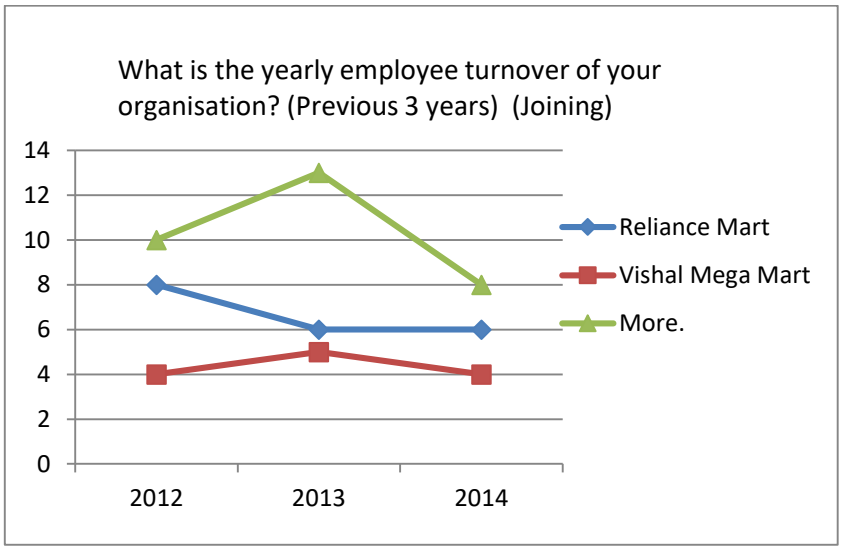

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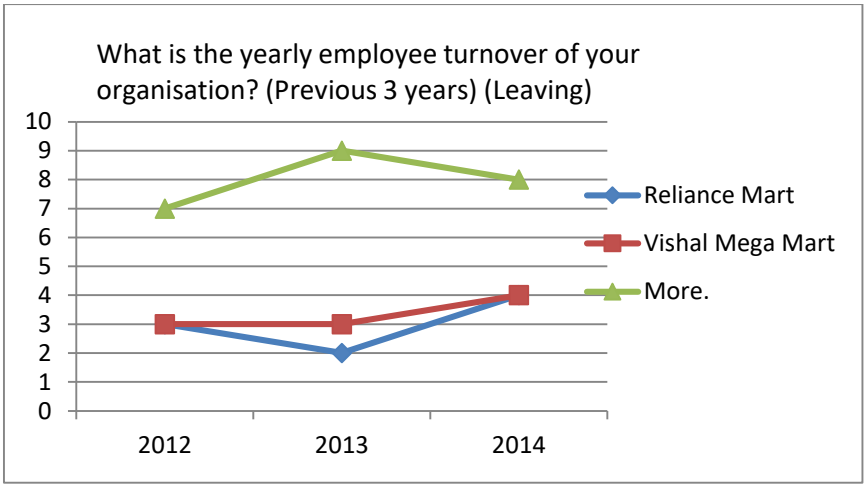

Interpretation:

- Graph 1 represents that according to 59% of the employee, receives the monetary benefits from their organisation while according to 41% of the respondents, they receives the non-monetary benefits from their employers on performance.
- Graph 2 reveals that the types of monetary benefit that organizations offer to their employees. 39% of the employees are in the view that their organisation gives spot rewards, while 27% are in a view with the incentives on achieving the monthly target, 22% are with view of cash rewards, while 12% are agreed with the bonus on the annual company performance.
- Graph 3 represents the non-monetary beneficiary practices offered by the organisation. 27% of the employees are accepting that the gift vouchers are being given to them as non-monetary benefits, while 25%, 20%, 16 % and 12% of the employees are accepting that movie tickets, formal and informal praises, party coupons and picnics respectively, are given by the employer.
- According to the 4 graphical representation, it is found that if the employees are getting well and effective benefits from the organisation then 33% of the employees will be willing to work for 3 years, whereas 31%, 22,% and 14% of the employees will work for 2 years, 4+ years and more than a year respectively.
- Graph 5 reveals that average no. of employees joins the organisation in last 3 years. So according to this graphical representation, Reliance Mart attracts the 8 employees in the year 2012, 6 employees in the year 2013 and 2014. While Vishal Mega Mart hired 4 employees in the year 2012, 5 in the year 2013 and again 4 in the year 2014. As

far as More store is concern, they recruited 10 employees in 2012, 13 employees in 2013 and 8 employees in the year 2014.

- Graph 6 represents the average no. of employees leaving the organisation in last 3 years. Reliance Mart in the year 2012 lost 3 employees, in 2013 they lost 2 employees and in 2014 they lost 4 employees. 3 employees left the Vishal Mega Mart in 2012 and 2013 respectively. Whereas 4 employees left in the year 2014. As far as More store is concern 7 employees left the organisation in the 2012, 9 in the year 2013 and 8 in the year 2013.

6. CONCLUSION:

Job in retail sector is quit hectic for the women employees because it involves the long working hours and the whole day standing on the floor. Hence attrition rate is very high in this sector. But still women employees are very important in retail sector since they can attract the customers and also they can convince the customers effectively as compare to the men employees. Since the rate of attrition is quite high, HR plays an important role to retain their women employees for longer time, this is possible when an HR manager has the effective HR practices. Effective HR practices defiantly help the HR manager to retain their employees for long time in the organisation; in fact it is found that effective HR practices can reduce the employee turnover by keeping the employee happy and satisfied towards their job.

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