

## **A Study of HRM Practices for Sustainable Retailing Management with Reference to a Select Organized Retailers**

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### **ABSTRACT**

*The Human Resource Management is a critical area for sustainability of an organization. It is also very much applicable to retailing management. It is contributing to Indian's GDP around 10 percent and providing jobs to 8 percent of India's human resources. The objectives of this study include to assess the HRM practices adopted by these three organizations located in Hyderabad, to bring out the challenges and issues confronted by the HRM in these organizations while adopting these HRM practices and to advise certain measures so as to resolve these issues for better sustainability. Some of the major practices considered for this study include payment of salaries, providing good environment and so on. At the end of the study, it was concluded that most of the employees of these three retailers have very good opinion towards the HRM practices adopted by these three organized retailers.*

**Keywords:** *HRM; Practices; Sustainable; Retailing and Organized.*

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### **1.0 Introduction**

An Excellent Human Resource Management and its practices, strategies, policies etc. are very much essential for the survival and growth, by leaps and bounds, of any commercial organization. Hence, the management needs to focus upon the Human Resource Management and its practices, strategies, policies etc.

The retail sector is a pillar of Indian economy. It contributes 10 per cent of GDP, jobs to around 8% Indian workforce and so on. Since it is very much essential for Indians and Indian economy, it has to sustain very much. In the process, many good practices have to be taken up in various functional areas of management such as HRM, Marketing management, Production management, Finance management and so on.

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This research paper mainly aims at studying the HRM practices adopted by three organized retailers located in Hyderabad, namely DMart, Reliance Fresh and Ratnadeep supermarket. It focused upon the HRM Practices such as offering good salaries and benefits to their employees, initiating good skill development programs, ensuring job security, maintaining good culture and programs, enabling employees maintain good work life balance, offering very good job satisfaction, implementing very good appraisal and promotion policies, providing very good career growth opportunities, maintaining very good diversity and inclusive environment, providing very good supportive environment and offering very good job satisfaction to their employees. 216 employees of these three organizations were surveyed for the sake of this study.

### **1.1 Objectives of this study**

This research papers emphasizes upon the HRM practices adopted in the select three retailing organizations located in Hyderabad. The objectives include the following:

- To understand HRM practices in a select retailers
- To evaluate the agreeability of employees of these retailers towards the select HRM Practices
- To suggest the suitable measures to withstand the issues and challenges while practicing these select HRM policies

### **2.0 Review of Literature**

Even though the HRM is a great element of modern day organizations, the Human Resource Management confronts a lot of challenges very frequently. According to the studies of Singh and Dhawan (2013), after acquisition of skilled and suitable human resources, developing and retaining them is a herculean task. Due to a very competitive environment, the right talent is attracted by the competitors with great offers in terms of competitive salaries and other benefits. According to another study by Francis, Ikemefuna and Mbah (2011) it has been identified that multi-tasking is a major challenge confronted by the HRM because dynamic environment requires people to be generalists rather than specialists in certain areas. The retailing entrepreneurs and management have to take up many jobs and roles in order to sustain and grow consistently. Many researches have been taken up to trace out the factors which hinder the optimum growth of retailing sector in India.

Apart from the branches established by the organized retail chain stores, even franchises play a very vital role in retailing. This has been proved by the studies made by Truss (2004). Even the franchisees depend on the effective and efficient human resources to a great extent for the growth of not only themselves but also the franchisers. Even the entry of multinational organized retailers in India and their multidimensional growth in India emphasized the key role played by the appropriate Human Resource Practices. Eminent people like Chakraborty (2007) has conducted many studies to evaluate the latest practices in

Human Resource Management in retail sector which are supporting the Indian retail sector in its phenomenal growth. His studies even brought out the latest practices adopted by the HR Management and the challenges encountered by HR Professionals while taking the support of various kinds of HR professionals in the growth of Indian organized retail sector.

The studies conducted by Khillare and Kamble (2016) have brought to limelight various problems faced by the HRM in the Indian organized retail industry. Those problems encompass semi literacy, semi-skilled workforce, very high turnover and the competitive HR offers and so on. A lot of things need to be done to overcome these problems. They include sponsoring the education and training of HR personnel, paying competitive salaries and offering competitive benefits etc. One of the eminent authorities in HRM, Dr Rao (2008) highlighted the challenges faced by HR Management in the book entitled-Human Resource Management. Those challenges encompass dynamic expectations of employees, composition and size of the workforce, dynamics in socio-cultural aspects of employees, globalization, technological advancements and so on and so forth.

The research conducted by Rutherford, Buller and McMullen (2004) brought to day light the major challenge confronted by the HRM, i.e., delivery and maintenance of quality service. This challenge is due to lack of right quantity and quality of HR personnel. Soheli and Roger (2002), in their studies, assessed the HR practices prescribed by P. Feffer with regard to industry and nation. They identified that these HR practices affected the performances of the HR personnel in various countries and nations. Bhatla and Pandey (2014) have brought to limelight certain issues and challenges confronted by the HRM in the organized retail sector. Those issues include less margins, inability to pay good wages and salaries, shifting the organizations, lack of skilled retailing employees, inexperienced human resources, diversity of personnel, incompetent personnel, strain and stress at work, inappropriate and inadequate training and development

McGuire and Cross (2003) have studied the relationship of competitive strategy vis-à-vis HRM. Their study focused the significance of retailing management taking competitive advantage. They also emphasized the importance of product positioning in the retail sector. They also stressed upon that the competitive strategies have phenomenal influence on the HRM practices adopted by the giant retailers. Their studies further highlighted that cost factors which are part of competitive strategies shall have significant bearing on the HRM practices of the organized retailers. The study made by Som (2006) highlighted the influence of competition of MNCs on the Indian organized retail sector. He has also stressed the significance of innovative HRM policies and strategies to be adopted by the Indian giant retailers to withstand the competition from the Multinational Corporations. According to this study, Indian retail firms, in order to be ahead against the competition from the international firms, need to plan and implement innovative, value based and fair HRM practices. Otherwise, the local firms lag behind the International firms in terms of sales revenue, profit margins, expansion, growth etc.

The studies of Lakshete (2011) emphasized that those retail firms which would identify the value and the key roles played by their human resources will have a definite edge

against their competition. Merkel, Jackson & Pick (2010) studies the challenges confronted by the HRM in the retailing management. They stressed the significance of professional and systematic HRM. They identified that retailing is a labour-intensive sector and hence there is great need for adopting good HR practices. They highlighted that the growth of retail firms is made possible by the combined effect of good HRM practices and competent and customer friendly human resources. Their studies also emphasized that the further growth of the organized retailers depend upon innovative and proactive approaches of their HRM as per the requirements of challenges in the environment. The research made by Singh and Mishra (2008) highlighted the increment in the HR challenges along the growth of the retail sector. They emphasized that HRM shall equip themselves in terms of attracting, nurturing and retaining their workforce to cater to the needs of the organized retail sector. They also threw light not only on the issues in HRM but also suggested the best HR practices to be adopted by the retailers in order to ensure that the retail firms confront the challenges effectively, efficiently and professionally.

### **3.0 Research Methodology**

#### **3.1 Research design**

This study adopted convenience sampling method. 216 employees located in Greater Hyderabad, distributing among Dmart (85 employees), Reliance Fresh (72 employees) and Ratnadeep supermarket (59 employees) were surveyed.

#### **3.2 Sources of data**

A questionnaire was used to collect the data from the respondents. Text books, Journals, websites etc. were the sources of secondary. Questionnaire was divided into part A and part B. Part A was aimed at collecting demographic details and Part B was aimed collecting agreeability and perceptual details.

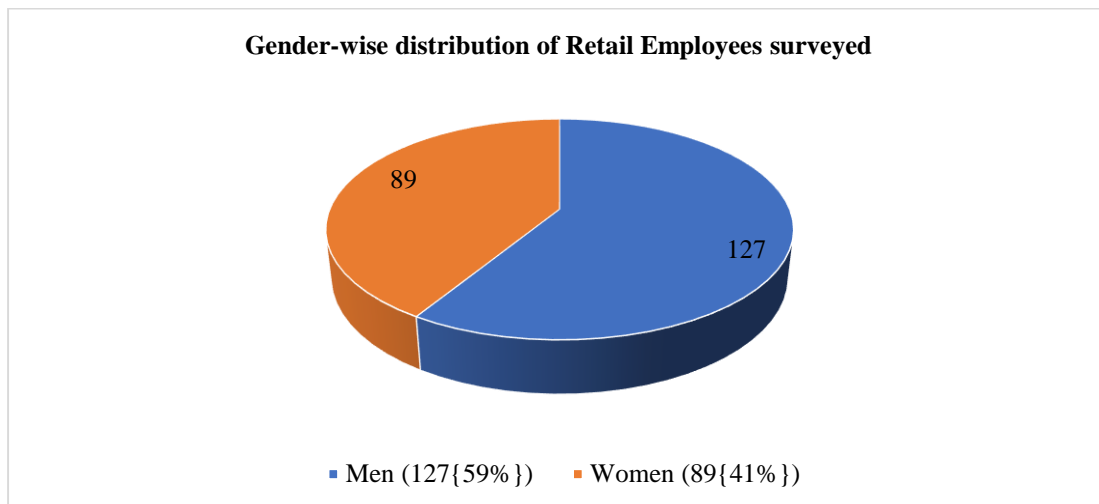
### **4.0 Analysis and Discussion**

One-way ANOVA was the main tool used. In addition, tables, graphs etc. were relied upon for interpretation.

**Table 1: Gender**

| Category | Number of People Surveyed | Percentage |
|----------|---------------------------|------------|
| Men      | 127                       | 59%        |
| Women    | 89                        | 41%        |
| Total    | 216                       | 100%       |

*Source: Analysis made for this study*

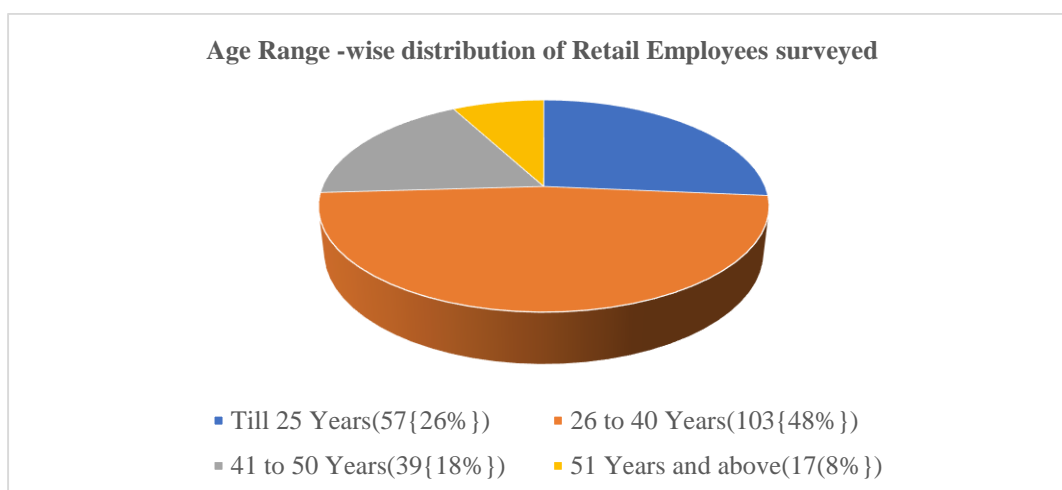


From the above analysis, it can be known that 59% (127) are Men employees and 41% (89) are Women employees who have participated in the study of HRM practices for sustainable retailing management with reference to a select organized retailers.

**Table 2: Age Range -wise Distribution of Retail Employees Surveyed**

| Age Range          | No. of People Surveyed | Percentage  |
|--------------------|------------------------|-------------|
| Till 25 Years      | 57                     | 26%         |
| 26 to 40 Years     | 103                    | 48%         |
| 41 to 50 Years     | 39                     | 18%         |
| 51 Years and above | 17                     | 8%          |
| <b>Total</b>       | <b>216</b>             | <b>100%</b> |

Source: Analysis made for this study

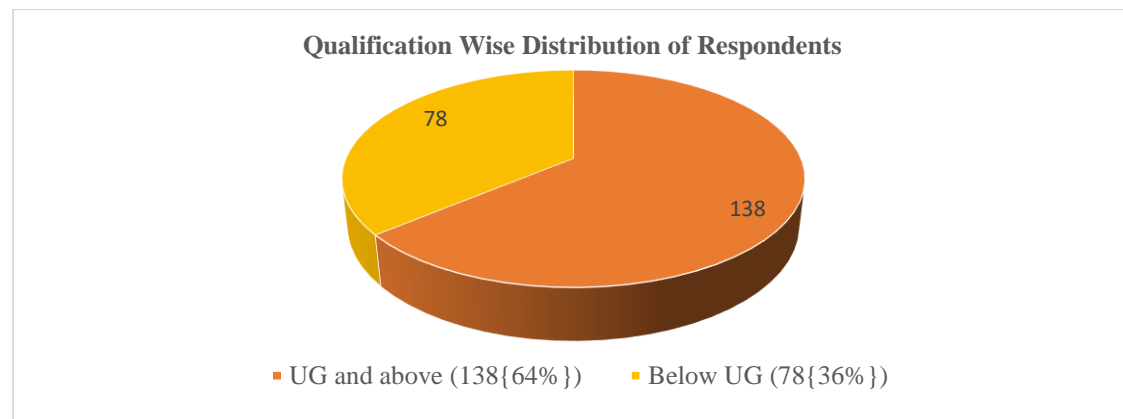


From the above analysis, it can be known that , in this study of HRM practices for sustainable retailing management with reference to a select organized retailers, 26% (Nos. 57) of employees surveyed are in the range of till 25 years, 48% (Nos. 103) of employees surveyed are in the age range of 26 – 40 years, 18% (Nos. 39) of employees surveyed are in the age range of 41 – 50 years, 8% (Nos. 17) of employees surveyed are in the age range of 51 years and above.

**Table 3: Qualifications-wise Distribution of Retail Employees Surveyed**

| Qualification       | No. of People Surveyed | Percentage |
|---------------------|------------------------|------------|
| <b>Below UG</b>     | 78                     | 36%        |
| <b>UG and above</b> | 138                    | 64%        |
| <b>Total</b>        | 216                    | 100%       |

Source: Analysis made for this study

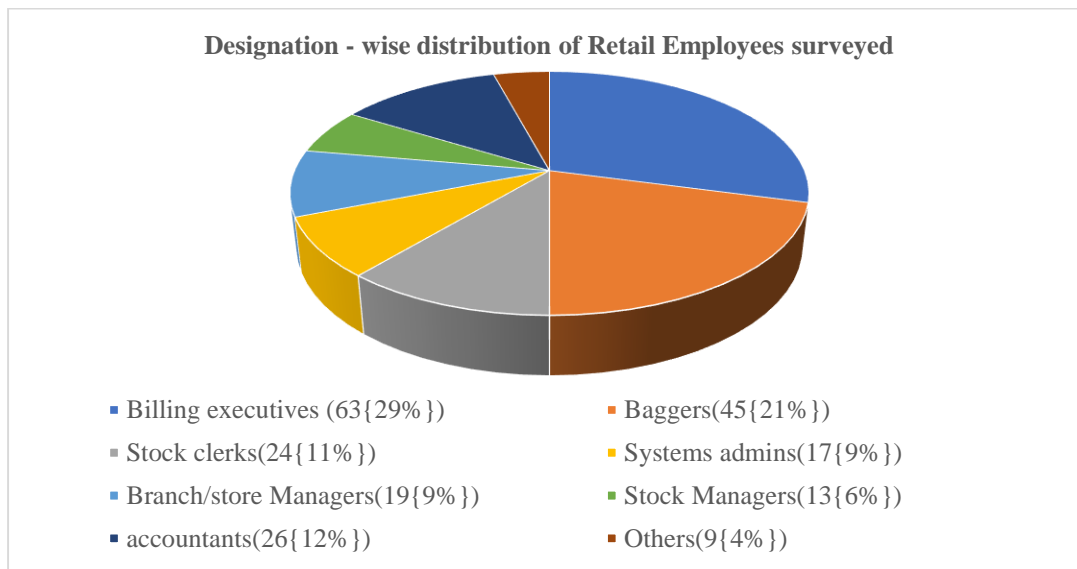


From the above analysis it can be noticed that 36% (Nos. 78) retailing employees have studied below UG and 64% (Nos. 138) have studied UG and above.

**Table 4: Designation –wise Distribution of Retail Employees Surveyed**

| Designation                  | No. of People Surveyed | Percentage |
|------------------------------|------------------------|------------|
| <b>Billing Executives</b>    | 63                     | 29%        |
| <b>Stock Clerks</b>          | 24                     | 11%        |
| <b>Branch/Store Managers</b> | 19                     | 9%         |
| <b>Accountants</b>           | 26                     | 12%        |
| <b>Baggers</b>               | 45                     | 21%        |
| <b>System Admins</b>         | 17                     | 9%         |
| <b>Stock Managers</b>        | 13                     | 6%         |
| <b>Others</b>                | 9                      | 4%         |
| <b>Total</b>                 | 216                    | 100%       |

Source: Analysis made for this study



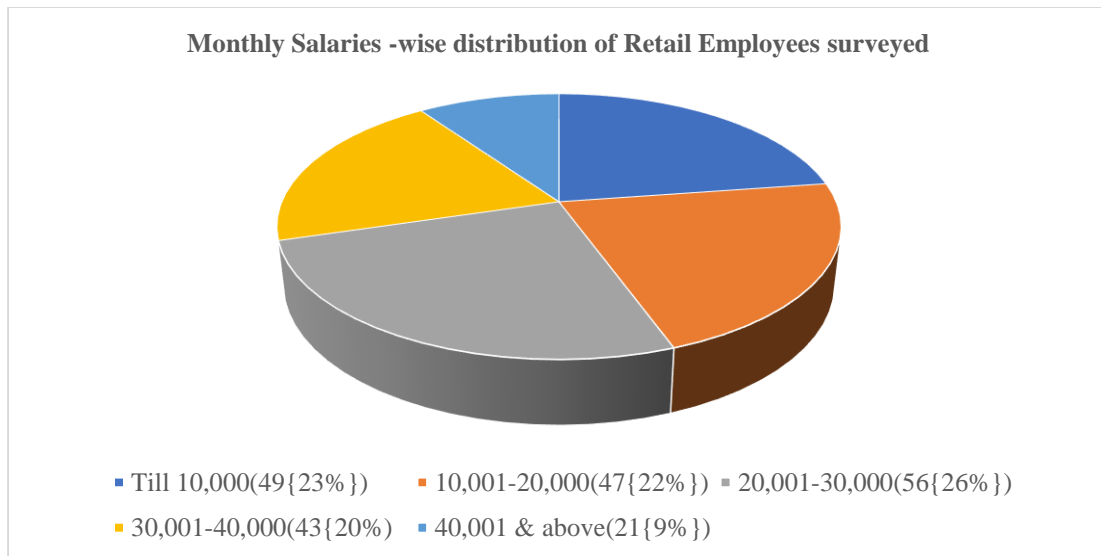
From the above analysis it can be derived that, out of the retailing employees who have been surveyed, 29% (Nos. 63) are billing executives, 11% (Nos. 24) are stock clerks, 9% (Nos. 19) are branch/store managers, 12% (Nos. 26) are accountants, 21% (Nos. 45) are baggers, 9% (Nos. 17) are system admins, 6% (Nos. 13) are stock managers and 4% (Nos. 9) are other categories of employees.

**Table 5: Monthly Salaries -wise Distribution of Retail Employees Surveyed**

| Monthly Salaries (Rs.)    | No. of People Surveyed | Percentage |
|---------------------------|------------------------|------------|
| <b>Till 10,000</b>        | 49                     | 23%        |
| <b>10,001-20,000</b>      | 47                     | 22%        |
| <b>20,001-30,000</b>      | 56                     | 26%        |
| <b>30,001-40,000</b>      | 43                     | 20%        |
| <b>40,001 &amp; above</b> | 21                     | 9%         |
| <b>Total</b>              | 216                    | 100%       |

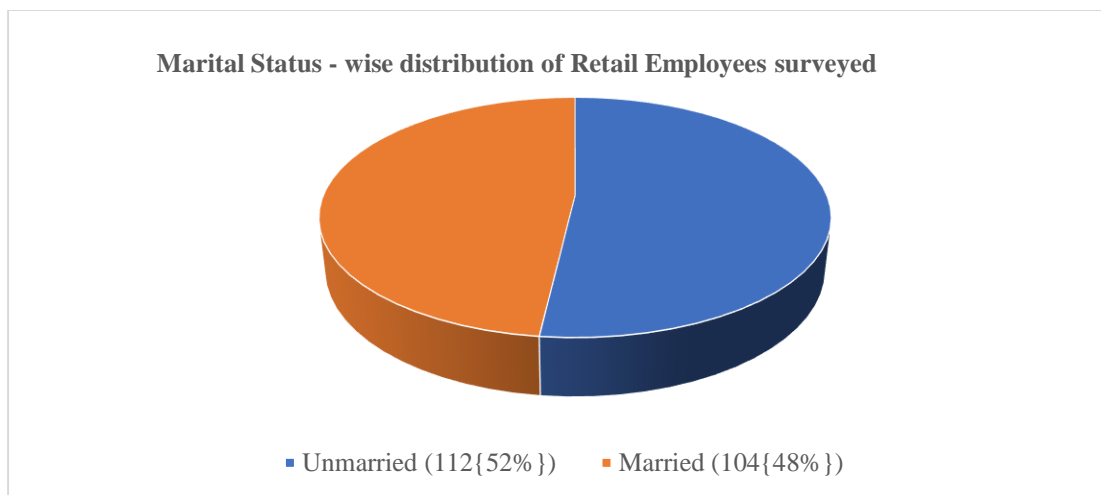
*Source: Analysis made for this study*

The below analysis brings to our notice that, out of the retailing employees studied with regard to HRM practices for sustainable retailing, 23% (Nos.49) draw the salaries till Rs.10,000 p.m., 22% (Nos. 47) draw within the range of Rs.10,001- 20,000 p.m., 26% (Nos. 56) draw within the range of Rs.20,001 – 30,000 p.m., 20% (Nos. 43) draw within the range of Rs.30,001 – 40,000 p.m. and 9% (Nos. 21) draw Rs. 40,001 and above.



**Table 6: Marital Status - wise Distribution of Retail Employees Surveyed**

| Marital Status | No. of People Surveyed | Percentage |
|----------------|------------------------|------------|
| Unmarried      | 112                    | 52%        |
| Married        | 104                    | 48%        |
| Total          | 216                    | 100%       |



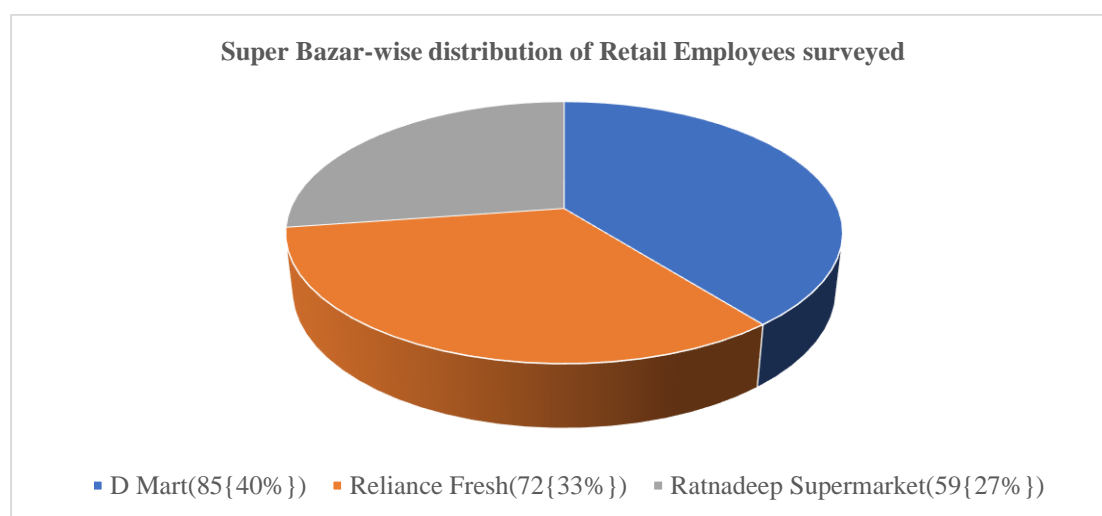
Source: Analysis made for this study

The table and graph cited above highlights that, out of the retailing employees who were studied with regard to HRM practices adopted for sustainable retailing management, 52% (Nos.112) are unmarried and 48% (Nos.104) are married.

**Table 7: Super Bazar-wise Distribution of Retail Employees Surveyed**

| Super Bazar                  | No. of People Surveyed | Percentage |
|------------------------------|------------------------|------------|
| <b>D Mart</b>                | 85                     | 40%        |
| <b>Reliance Fresh</b>        | 72                     | 33%        |
| <b>Ratnadeep Supermarket</b> | 59                     | 27%        |
| <b>Total</b>                 | 216                    | 100%       |

Source: Analysis made for this study

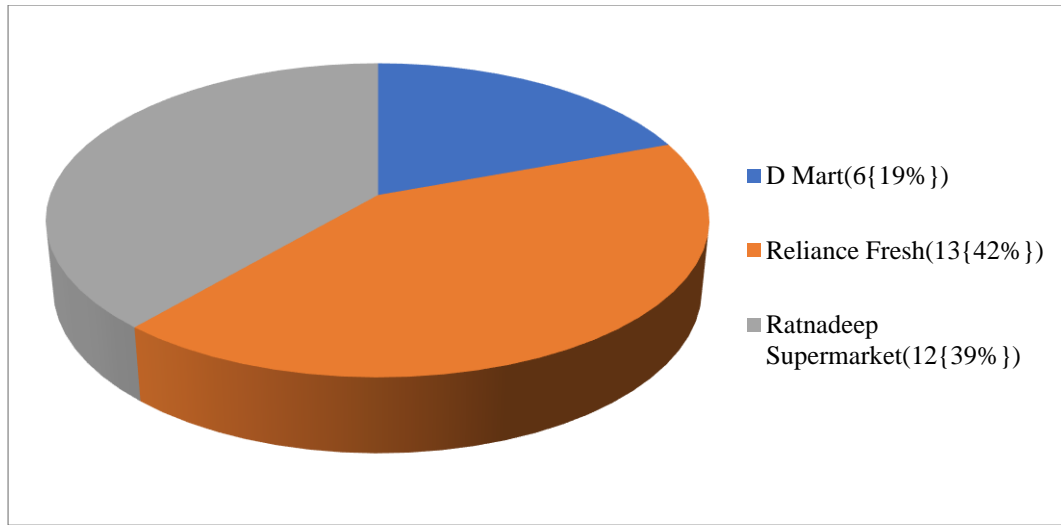


The above analysis signifies that 40% (Nos. 85) are working in DMart, 33% (Nos. 72) are working in Reliance Fresh and 27% (Nos. 59) are working in Ratnadeep Supermarket.

**Table 8: Number of Retail Outlets-wise Distribution of Super Bazars Covered**

| Super Bazar                  | No. of Retail Outlets covered | Percentage |
|------------------------------|-------------------------------|------------|
| <b>DMart</b>                 | 6                             | 19%        |
| <b>Reliance Fresh</b>        | 13                            | 42%        |
| <b>Ratnadeep Supermarket</b> | 12                            | 39%        |
| <b>Total</b>                 | 31                            | 100%       |

Source: Analysis made for this study



The above table and graph signify that 19% (Nos.6) of retail outlets belong to DMart, 42% (Nos.13) of retail outlets belong to Reliance Fresh and 39% (Nos.12) of retail stores belong to Ratnadeep Supermarket.

**Table 9: Distribution of Responses from the Retailing Employees Towards HRM Practices Implemented in their Retailing Outlets (Percentages)**

| S. No. | HRM Practice  | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|--------|---|----------------|-------|---------|----------|-------------------|
| 1      | Excellent Salaries & Benefits are offered(ES)             | 11%            | 21%   | 49%     | 14%      | 5%                |
| 2      | Excellent Skill development programs are initiated(SD)    | 10%            | 18%   | 31%     | 21%      | 20%               |
| 3      | Excellent Job security is ensured(JE)                     | 9%             | 21%   | 32%     | 22%      | 16%               |
| 4      | Very Good Organizational culture & Values(CV)             | 29%            | 25%   | 19%     | 16%      | 11%               |
| 5      | Excellent scope for Work-life Balance (WB)                | 26%            | 20%   | 25%     | 18%      | 11%               |
| 6      | Very good Job satisfaction is offered (JS)                | 20%            | 35%   | 20%     | 19%      | 6%                |
| 7      | Appraisal / Promotions programs are very good (AP)        | 21%            | 26%   | 27%     | 17%      | 9%                |
| 8      | Excellent Career Growth/opportunities are provided (CG)   | 18%            | 28%   | 33%     | 15%      | 6%                |
| 9      | Excellent Diversity & Inclusion environment provided (DI) | 15%            | 24%   | 31%     | 22%      | 8%                |
| 10     | Very good Supportive Environment is provided (SE)         | 22%            | 24%   | 25%     | 20%      | 9%                |
| 11     | Overall satisfaction with HR Practices (OH)               | 10%            | 11%   | 62%     | 8%       | 9%                |

Source: Analysis made for this study

From the above table it can be understood that the retail employees have agreed maximum (Strongly agree and agree combined) towards ‘Very good Job satisfaction is offered’ (55%), followed by ‘Very Good Organizational culture & Values (CV)’ (54%), ‘Appraisal / Promotions programs are very good (AP)’ (47%) and ‘Excellent Career Growth / Opportunities are provided (CG)’ (46%).

They were not happy (Disagree and Strongly disagree combined) mainly with ‘Excellent Skill development programs are initiated (SD)’ (41%), followed by Excellent Job security is ensured(JS) (38%), ‘Excellent Diversity & Inclusion environment provided (DI)’ (30%), ‘Excellent scope for Work-life Balance (WB)’ (29%) and ‘Very good Supportive Environment is provided (SE)’ (29%).

When it comes to neutrality (neither agreed, nor disagreed), it is led by ‘Overall satisfaction with HR Practices (OH)’ (62%) followed by ‘Excellent Salaries & Benefits are offered (ES)’ (49%).

**Table 10: Descriptive Statistics with Regard to HRM Practices**

| HRM Practice  | N   | Minimum | Maximum | Mean | Standard Deviation |
|---|-----|---------|---------|------|--------------------|
| Excellent Salaries & Benefits are offered(ES)             | 216 | 1       | 5       | 3.17 | 0.9804             |
| Excellent Skill development programs are initiated(SD)    | 216 | 1       | 5       | 2.75 | 1.2426             |
| Excellent Job security is ensured(JE)                     | 216 | 1       | 5       | 2.84 | 1.1667             |
| Very Good Organizational culture & Values(CV)             | 216 | 1       | 5       | 3.41 | 1.3611             |
| Excellent scope for Work-life Balance (WB)                | 216 | 1       | 5       | 3.33 | 1.3254             |
| Very good Job satisfaction is offered (JS)                | 216 | 1       | 5       | 3.46 | 1.1648             |
| Appraisal / Promotions programs are very good (AP)        | 216 | 1       | 5       | 3.34 | 1.2326             |
| Excellent Career Growth/opportunities are provided (CG)   | 216 | 1       | 5       | 3.36 | 1.1280             |
| Excellent Diversity & Inclusion environment (DI) provided | 216 | 1       | 5       | 3.15 | 1.1719             |
| Very good Supportive Environment is provided (SE)         | 216 | 1       | 5       | 3.27 | 1.2839             |
| Overall satisfaction with HR Practices (OH)               | 216 | 1       | 5       | 3.03 | 0.9784             |
| Valid N (list-wise)                                       | 216 |         |         |      |                    |

*Source: Analysis made for this study*

From the table cited above it is understood that the highest is with reference to parameter-Very good Job satisfaction is offered (JS) (3.46), followed by Very Good Organizational culture & Values (CV) (3.41), Excellent Career Growth / Opportunities are provided (CG) (3.36), Appraisal / Promotions programs are very good (AP) (3.34), Excellent scope for Work-life Balance (WB) (3.33), Very good Supportive Environment is provided (SE) (3.27), Excellent Salaries & Benefits are offered(ES) (3.17) and Overall satisfied with HR Practices (OH) (3.03).

The mean scores are less than 3 in two areas. They include Excellent Job security is ensured (JE) (2.84) and Excellent Skill development programs are initiated (SD) (2.75). Hence, it can be concluded that the employees of select retail organizations are not satisfied in these two parameters and hence the select retail organizations are required to upgrade themselves in these two areas.

**Table 11: Descriptive Statistics of HRM Practices with Regard to Retailers**

| Retail Outlets        | Mean        | N          | Standard Deviation |
|-----------------------|-------------|------------|--------------------|
| DMart                 | 3.74        | 85         | 0.3157             |
| Reliance Fresh        | 3.06        | 72         | 0.3199             |
| Ratnadeep Supermarket | 2.57        | 59         | 0.3390             |
| <b>Total</b>          | <b>3.19</b> | <b>216</b> | <b>0.5770</b>      |

Source: Analysis made for this study

Mean scores in DMart and Reliance Fresh are more than 3 (3.74 and 3.06 respectively). Whereas, the mean score in Ratnadeep Supermarket is less than 3 (i.e., 2.57). It implies that the employees in DMart and Reliance Fresh are agreeable and positive with reference to the HRM practices adopted in DMart and Reliance Fresh, whereas the employees in Ratnadeep supermarket are not that much agreeable and positive with reference to the HRM Practices adopted in Ratnadeep supermarket.

#### 4.1 Perception levels of employees towards HRM practices

Based on the ratings given by the retailing employees, the scores were determined as follows so as to evaluate the perception levels of employees with regard to HRM practices.

**Table 12: Scores Derived from the Ratings Given by the Employees**

| Score         | Value      |
|---------------|------------|
| Maximum Score | 11X5 = 55# |
| Minimum Score | 11X1 = 11# |

Source: Analysis made for this study

#The questionnaire contained in 11 statements (1-5 scale) with regard to assessing the HRM practices in retailing firms.

Perceptions of retailing employees with respect to Human Resource Management (HRM) Practices include the following:

**Table 13: The Range of Perceptions of Retailing Employees with Respect to HRM Practices**

| Perception Level     | Perception Range | Number of Respondents | Percentage of Respondents |
|----------------------|------------------|-----------------------|---------------------------|
| <b>Very Good</b>     | 41-47            | 51                    | 24%                       |
| <b>Good</b>          | 34-40            | 74                    | 34%                       |
| <b>Average</b>       | 27-33            | 72                    | 33%                       |
| <b>Below Average</b> | 20-26            | 19                    | 9%                        |
| <b>Total</b>         |                  | <b>216</b>            | <b>100%</b>               |

Source: Analysis made for this study

Note: There is no value between 11 and 19 and there is no value between 48 and 55

From the above table it can be inferred that the perception levels of retailing employees range from Very Good to Below Average. 24% of retailing employees surveyed had 'Very Good' perception towards HRM practices, 34% of retailing employees surveyed had 'Good' feeling towards HRM practices, 33% of retailing employees surveyed had 'Average' opinions towards HRM practices in their retailing firms followed by 9% of retailing employees surveyed had 'Below Average' opinions towards HRM practices adopted in their retailing enterprises.

**Table 14: One way ANOVA Table Comparing Means of all the 11 Criteria with Respect to HRM Practices Adopted in Select Organized Retailers**

|            |                |            | (SS)     | df       | MS       | F         | p        |
|------------|----------------|------------|----------|----------|----------|-----------|----------|
| <b>ES*</b> | Between Groups | (Combined) | 140.5093 | 2        | 70.2546  | 226.2074  | <0.0001  |
|            | Within Groups  |            |          | 66.1527  | 213      | 0.3106    |          |
|            | Total          |            |          | 206.662  | 215      |           |          |
| <b>SD*</b> | Between Groups | (Combined) | 257.3444 | 2        | 128.6722 | 367.13753 | <0.0001  |
|            | Within Groups  |            |          | 74.651   | 213      | 0.3505    |          |
|            | Total          |            |          | 331.9954 | 215      |           |          |
| <b>JE*</b> | Between Groups | (Combined) | 8.7193   | 2        | 4.3597   | 3.27057   | 0.039901 |
|            | Within Groups  |            |          | 283.9288 | 213      | 1.333     |          |
|            | Total          |            |          | 292.6481 | 215      |           |          |
| <b>CV*</b> | Between Groups | (Combined) | 18.6266  | 2        | 9.3133   | 5.22445   | 0.006095 |
|            | Within Groups  |            |          | 379.7021 | 213      | 1.7826    |          |
|            | Total          |            |          | 398.3287 | 215      |           |          |
| <b>WB*</b> | Between Groups | (Combined) | 23.0106  | 2        | 11.5053  | 6.90995   | 0.001237 |
|            | Within Groups  |            |          | 354.6515 | 213      | 1.665     |          |
|            | Total          |            |          | 377.662  | 215      |           |          |
| <b>JS*</b> | Between Groups | (Combined) | 26.501   | 2        | 13.2505  | 10.64228  | 0.000039 |
|            | Within Groups  |            |          | 265.2027 | 213      | 1.2451    |          |
|            | Total          |            |          | 291.7037 | 215      |           |          |
| <b>AP*</b> | Between Groups | (Combined) | 58.493   | 2        | 29.2465  | 23.23098  | <0.00001 |
|            | Within Groups  |            |          | 268.1551 | 213      | 1.2589    |          |
|            | Total          |            |          | 326.6481 | 215      |           |          |
| <b>CG*</b> | Between Groups | (Combined) | 69.0551  | 2        | 34.5276  | 35.96342  | <0.00001 |
|            | Within Groups  |            |          | 204.4958 | 213      | 0.9601    |          |
|            | Total          |            |          | 273.5509 | 215      |           |          |
| <b>DI*</b> | Between Groups | (Combined) | 85.6455  | 2        | 42.8228  | 43.51455  | <0.00001 |
|            | Within Groups  |            |          | 209.6137 | 213      | 0.9841    |          |
|            | Total          |            |          | 295.2593 | 215      |           |          |
| <b>SE*</b> | Between Groups | (Combined) | 120.3576 | 2        | 60.1788  | 54.76212  | <0.00001 |
|            | Within Groups  |            |          | 234.0684 | 213      | 1.0989    |          |
|            | Total          |            |          | 354.4259 | 215      |           |          |
| <b>OH*</b> | Between Groups | (Combined) | 42.111   | 2        | 21.0555  | 27.39282  | <0.00001 |
|            | Within Groups  |            |          | 163.7224 | 213      | 0.7686    |          |
|            | Total          |            |          | 205.8333 | 215      |           |          |

Source: Analysis made for this study

On the whole, it can be concluded that 58% (Very Good and Good combined) of retailing employees have positive view towards the HRM practices adopted in their retailing outlets.

From the above table, derived by using one way ANOVA, in case of all the parameters used to study the HRM practices in select retail organizations, we find that  $p < .05$ . Hence, it can be inferred that there are differences in mean values of all the parameters across the three retail organizations selected for this study.

## **5.0 Findings of the Study**

From this study it was observed that organizations were involved at very good HRM practices such as offering good salaries and benefits to their employees, initiating good skill development programs, ensuring job security, maintaining good culture and programs, enabling employees maintain good work life balance, offering very good job satisfaction, implementing very good appraisal and promotions policies, providing very good career growth opportunities, maintaining very good diversity and inclusion environment, providing very good supportive environment and offering very good job satisfaction to their employees. Out of the above ones, employees of these retailers are satisfied with the HRM practices with respect to job satisfaction, organizational culture and values, appraisal and promotion systems and career and growth opportunities provided. However, they are not agreeing with the practices such as skill development programmes initiated by these retailers, job security provided, diversity and inclusion provided, enabling work life balance and providing supportive environment.

They are neither agreed nor disagreed towards overall satisfaction with HRM practices and salaries and benefits offered to them.

## **6.0 Conclusion**

The organizations, especially the select retail organizations, need to take care of many aspects with regard to functional areas, especially HRM. They have to initiate many good HRM practices for sustainability. In due course, they come across various kinds of challenges which they need to address effectively and efficiently. For sustainable retailing management, the Critical Success Factors include employee satisfaction, customers satisfaction and loyalty, promotion of retail branding and so on.

To have a sustainable retailing management, the management have to plan and execute very good and competitive HRM practices. They have to offer competitive salaries and benefits to their employees, initiate excellent and latest skill development programs, ensure excellent job security to their employees, initiate and sustain very good organizational culture and values, provide good scope for work life balance, ensure very good job satisfaction to their employees, adopt fair and equitable appraisal and promotion programs,

provide excellent opportunities for career growth, ensure excellent diversity and inclusive environment, provide very good supportive environment and finally they have to ensure that their employees overall satisfied with their HRM practices.

### 6.1 Future scope

This study was done with a sample to 216 employees in a select 3 retailing organizations with respect to 11 HRM practices. Since thousands of employees are engaged in retailing, it can be extended to thousands of employees in hundreds of organized and unorganized retailing organizations covering more number of HRM Practices for a very sustainable retailing sector. It can even be extended to other categories of retailing such as lifestyle, electronics and others.

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### Web links

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