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- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio," Ohio State University.

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- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

==CONFERENCE PAPERS==
- Garg Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

==UNPUBLISHED DISSERTATIONS AND THESES==
- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

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==WEBSITE==
- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Economic and Political Weekly, Viewed on July 05, 2011 http://epw.in/user/viewabstract.jsp

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EMPLOYEES RETENTION STRATEGIES: A STUDY OF SELECTED ORGANIZED RETAILER IN LUCKNOW CITY, UTTAR PRADESH

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ABSTRACT

Retail is India's largest industry. A number of factors are driving India's retail market. These includes increase in the young working population, hefty pay-packets, nuclear families in urban areas, increasing working-women population, increase in disposable income and customer aspiration, increase in expenditure for luxury items, and low share of organized retailing. The retail industry faces the difficult and costly challenge of recruiting and retaining the best talent. There are many factors that may limit the ability of retailers to keep valued employees, and it is essential to understand what employees' value, that can cause them to stay and perform well. The rapid growth of retail sector is the major concern of employee's retention problem because employees now have immense opportunity in their service period. Youngsters join the retail industry at lower salaries, get some much-needed experience and then move on to better jobs or back to school. The objective of this paper is to find out the various reasons why employees leave the job and suggest recommendation for employees' retention in retail sector. With special reference to study of selected organized retailer in Lucknow city, Uttar Pradesh.

KEYWORDS
FDI, Organized retailing, Retailing, Retention.

INTRODUCTION

The Indian retail industry is growing at a tremendous rate with various industry players entering the market as they predict a rise in the retail sector. The industry is having currently 10% of GDP[1] and 8% of employment and is estimated to be the fifth largest in global retail industry (A T Kearney's 2009). But only 3% to 4 % of total retail business is currently in organized sector. The rest is in the hands of innumerable small and unorganized sector players.

Indian retailing is not waiting for the size of business. The challenge lies on identifying the key drivers that steer the Indian consumers' perception and shopping behaviour. The reality is that every retailer has to 'understand his customers' more discerningly than ever before and make strategic choices to pursue the right target (customer) with the right proposition (Banerjee, Banerjee 2000)

The Government of India has already opened up 51% FDI[2] in single brand retail outlets since 2006. And as the government is in a process to initiate a second phase of reforms, it is cautiously exploring the avenues for opening up various other luxury categories and sports goods before opening the multi-brand segment (Vedamani, 2008).

The organized retail industry had been attracting young talents. However, faced with high levels of stress and the lack of a proper career plan, many young professional are leaving the industry. Turnover is a problem that the organized retailers are currently facing at a huge scale. Though it is experienced at all levels, the big retail brands are facing 40-60% overall turnover rate and 20-30% turnover rate at junior and middle levels. Frontline staff turnover in retail is around 20-30 %. The retail managers are of the opinion that on-job training are useful in building a company culture and hence help in better retention rates. (Shabnam, Paul 2008)

Employee retention refers to the efforts by which employers attempt to retain employees in their workforce. In an organizational setting, the goal of employers is to decrease employee turnover, training costs, and loss of talent. By implementing lessons learned from key organizational behavior concepts employers can improve retention rates and decrease the associated costs of high turnover.

One of the primary challenges in retail employment is the issue of retention. Best practices in recruitment encourage employers to advertise these benefits to prospective employees in all of their campaigns for talent. Entry-level salaries for employees in retail sector are in the range of Rs 3,000-4,800 per month, according to industry estimates. In comparison, entry-level employees in the BPO sector earn an average of Rs 15,000 a month is also one of the prime reason for attrition in retail. (Taurakhia, Dec 4, 2007)

Employee Retention involves taking measures to encourage employees to remain in the organization for the maximum period of time. Retailers are facing a lot of problems in employee retention these days. Hiring knowledgeable people for the job is essential for retailers. But retention is even more important than hiring. There are huge opportunities for a talented person. There are many competitors which are looking for such workforce. If an employee is not satisfied by the job he's doing, he may switch over to some other more suitable job. Hiring and keeping good employees substantially reduces costs for retailers, which in turn affects their competitiveness and profitability. The failure to hire and retain qualified people is costly in a number of ways. In today's environment it becomes very important for organizations to retain their employees.

According to Kathy Mance (**Mance K. (2011)**), Executive Director of NRF, the National Retail Federation Foundation develops programs and encourages retailers to make young people more aware of the less visible career paths in a retail environment.

LITERATURE REVIEW

Research from GlobalHunt India (2009) shows sector-wise analysis that is BPO, ITeS and aviation sectors will witness attrition level of as much as 40-45 per cent this year, followed by retail and telecom (35-40 per cent), IT (30 per cent), pharma and infrastructure (20-25 per cent), while research and development will see 15-20 per cent of attrition.

The Indian retail market, which is the fifth largest retail destination globally, has been ranked as the most attractive emerging market for investment in the retail sector (AT Kearney's 2009). In 2007, the retail trade in India had a share of 8-10% in the GDP (Gross Domestic Product) of the country. In 2009, it rose to 12%. It is also expected to reach 22% by 2010.

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[1] Gross Domestic Product
[2] Foreign Direct Investment

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Among the 500 top retailers in Asia-Pacific 17 Indian retailers mark their position, as against 87 from China, 72 from Japan, 48 each from Korea and Taiwan, 40 from Australia, 38 from Hong Kong and 31 from Singapore (Retail Asia July 2008).

According to the Compare Infobase Limited, 2007, almost all the sectors in India are facing attrition, but the reasons and effects are unique to each sector like 50% in retail sector, 50% BPO sector, aviation 46%, telecom 30%, financial 40%, FMCG 17%, manufacturing, biotechnology 35%, pharmaceuticals 32% (Niketh S. 2008)

The no.1 reason for this growing attrition rate is compensation unfairness. 21% of the organizations who took part in the survey said that their employee left the organization because they got offers from other organizations offering better pay packages. The no. 2 reason was less growth opportunities and no. 3 reason was role stagnation (Hewitt's 2006).

Lynn (1997) believes that you must take time during the hiring process to make wise decisions. The employer must be candid about the working conditions, responsibilities, opportunities and other details to reduce the chances of making hiring mistakes.

In a study of retail salespeople (Firth et al, 2003) found that job stressors (example work overload, job ambiguity) are the factors that trigger the chain of psychological states that lead to intention to quit. They suggested that supervisor support can reduce the impact of stressors on psychological states and intentions to quit. Monitoring workloads and supervisor-subordinate relationships by management may not only reduce stress but increase job satisfaction and commitment to the organization.

The first reason why losing good employees is costly is that the investment in training is significant and that cost is spread out over the course of the trainee's employment. If it costs $2,000 to hire and train an employee, and that employee only stays for a month or two, the cost implications are disastrous.

Training can help revitalize personnel. For an increasing number of people, the chance to learn new skills is a significant personal goal for both the career opportunities education can provide and for the chance to do something a little different (Mendonsa, 1998).

Employees want more interaction with management, more self-satisfaction on the job, more responsibility and more control over decisions affecting them. They want their work to make a difference and want to be part of something that matters (Taylor, 1997).

Mobley et al (1979) concluded that a number of studies offered moderate support for a negative relationship between satisfaction with supervision and turnover (ie the higher the satisfaction with supervision, the lower the turnover).

RESEARCH METHODOLOGY

For this research, we choose the descriptive research which carried out with specific objective and hence it results in definite conclusions. This research tries to describe the characteristics of the respondents in relation to their retention from their concerned organization. Systematic random sampling is suggested under this study, every item of the universe has an equal chance of inclusion in the sample. We would take a sample of 50 (five samples from each retailer). From the all the outlets of 10 organized retailers in the Lucknow city itself from the top retailers in India (source: *Indian Retail Report 2008*) and of course there availability in Lucknow. The list of top 10 retailers in Lucknow is listed below:

TABLE 1: TOP TEN INDIAN RETAILER

1	Pantaloon Retail (India) Ltd.
2	K Raheja Group
3	Tata Group (Trent)
4	RPG Group
5	Landmark Group
6	AV Birla Group (Madura Garments)
7	Globus
8	Wills Lifestyle (ITC)
9	Vishal Megamart
10	Koutons Retail India Ltd.

(Source: *Indian Retail Report, 2008*)

Data Collection - The data were collected both from the primary and secondary source. For primary data we were used structured questionnaire with open ended and close ended questions. The respondents have to be responding on the 5 points Likert's Scale. The scale converted into summated Likert's scale for the calculation

Data Analysis - After the data are collected, proper tools and techniques should be used for classification and analysis of data. As we already classify the questionnaire in different heads so, it becomes easy to classify the raw data which comes under heads:

- Demographic information
- Organizational Policy/ Organizational Climate;
- Working condition/ Quality of work life;
- Personal attributes
- Personal Information

As the questionnaire is divided into different parts, parts A and D consists of descriptive questions or open ended questions and theses data are analyzed and presented with the help of bar graphs. And the hypotheses will be tested with the help of chi-square test on the parts B, C and D.

Hypothesis Testing – The next step of study is to test the hypothesis with the help of chi-square test and find out the relationship between variables. For this research we were categories the hypotheses in three forms:

A.   Employees who are satisfied with their organizational policy and climate will show increasing level of retention in organized retail organization.

B.   Employees who are satisfied with their working condition and quality of work life will show increasing level of retention in organized retail organization.

C.   Personal attributes (like higher studies, career growth, relocation etc.) will show decreasing level of retention level in organized retail organization.

The conventional approach to hypotheses testing is to set up two hypotheses instead of one in such a way that if one hypothesis is true, the other is false. Alternatively, if one hypothesis is false or rejected, then the other is true or accepted.

I. These two hypotheses for organizational policy/ climate and retention:

A. Null hypothesis (H_o) - There is no association between the satisfactions with organizational policy/ climate and retention in organized retail organization.

B. Alternative hypothesis (H_1) - There is association between the satisfactions with organizational policy/ climate and retention in organized retail organization.

The result of organizational policy/ climate are shown in table 2 under the observed frequency

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TABLE 2: CONTINGENCY TABLE OF ORGANIZATION POLICY/ CLIMATE

	Organizational Policy/ Climate	Disagree	Neutral	Agree	Row Total
1	Standard paymaster	13	11	26	50
2	Salary fairly negotiated	19	7	24	50
3	Management decision is transparent	13	7	30	50
4	Proper Induction Programme	10	8	32	50
5	Promotional policy and increments is unbiased & fair	11	15	24	50
6	Gifts are being awarded for employee	13	7	30	50
7	Insurance & medical benefits	10	10	30	50
8	Company sponsoring any certificate course	15	23	12	50
9	Concentrate on fringe benefits & rewards	13	9	28	50
10	ESOP	27	12	11	50
	Column Total	**144**	**109**	**247**	**500**

The null hypothesis states that there is no significant difference between the expected and observed frequencies. The alternative hypothesis states they are different. The level of significance (the point at which you can say with 95% confidence that the difference is NOT due to chance alone) is set at .05 (the standard for most science experiments.) The chi-square formula used on these data is

$\chi 2 = (O - E)^2/E$

where

O is the Observed Frequency in each category

E is the Expected Frequency in the corresponding category is sum of

df is the "degree of freedom" (n-1)

$\chi 2$ is Chi Square

Procedure for calculating Chi-square

We are now ready to use our formula for $\chi 2$ and find out if there is a significant difference between the observed and expected frequencies for the organizational policy/ climate. We will set up a worksheet on table 3, and then we will follow the directions to form the columns and solve the formula

TABLE 3: WORKSHEET OF ORGANIZATION POLICY/ CLIMATE

S.no	Observed Frequency(O)	Expected Frequency (E)	(O-E)	(O-E)²	(O-E)²/E
1(i)	13	14	-1	1	0.071429
(ii)	1	11	-10	100	9.090909
(iii)	26	25	1	1	0.04
2 (I)	19	14	5	25	1.785714
(ii)	7	11	-4	16	1.454545
(iii)	24	25	-1	1	0.04
3 (I)	13	14	-1	1	0.071429
(ii)	7	11	-4	16	1.454545
(iii)	30	25	5	25	1
4 (I)	10	14	-4	16	1.142857
(ii)	8	11	-3	9	0.818182
(iii)	32	25	7	49	1.96
5 (I)	11	14	-3	9	0.642857
(ii)	15	11	4	16	1.454545
(iii)	24	25	-1	1	0.04
6 (I)	13	14	-1	1	0.071429
(ii)	7	11	-4	16	1.454545
(iii)	30	25	5	25	1
7 (I)	10	14	-4	16	1.142857
(ii)	10	11	-1	1	0.090909
(iii)	30	25	5	25	1
8 (I)	15	14	1	1	0.071429
(ii)	23	11	12	144	13.09091
(iii)	12	25	-13	169	6.76
9 (I)	13	14	-1	1	0.071429
(ii)	9	11	-2	4	0.363636
(iii)	28	25	3	9	0.36
10 (I)	27	14	13	169	12.07143
(ii)	12	11	1	1	0.090909
(iii)	11	25	-14	196	7.84
	Chi- square				66.54649

After calculating the Chi Square value, find the "Degrees of Freedom."

Degree of freedom = (R-1) (C-1)

                 = (10-1) (3-1)

                 =18

At 5% level of significance, the critical (tabulated) value of $\chi 2$ for df (18) = 28.869

(As $\chi 2$ calculated > $\chi 2$ tabulated) Since the value of chi-square calculated is greater than the tabulated chi-square. Null hypothesis is rejected and alternative hypothesis is accepted. So, the conclusion is that there is relationship exist between satisfaction with organizational policy/ climate and retention.

II. For the working condition/ quality of work life there are two hypotheses:

     i.   Null hypothesis – There is no association between the working conditions/ quality of work life and retention in organized retail organization.

     ii.   Alternative hypothesis - There is association between the working conditions/ quality of work life and retention in organized retail organization.

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The result of the working conditions/ quality of work life are shown in table 4 under the observed frequency

TABLE 4: CONTINGENCY TABLE OF WORKING CONDITIONS/ QUALITY OF WORK LIFE

	Working Conditions/ Quality of Work Life	Disagree	Neutral	Agree	Row Total
1	Flexibility of working hour	13	9	28	50
2	Compensatory leave for work on holiday	11	7	32	50
3	Fair amount of job security	9	11	30	50
4	Working conditions for female staff members are satisfactory	5	5	40	50
5	Organization helps the employees to learn new skills	7	7	36	50
6	Employees suggestions are listened with attention and if possible implemented	7	9	34	50
7	Management keeps a close watch over the activities of the employees	5	4	41	50
8	Relationship between the senior and junior employees is cordial	8	10	32	50
9	Counseling facilities to employees for career plan growth	9	13	28	50
10	Company holds affable (pleasant) exit interview	13	11	26	50
	Column Total	87	86	327	500

The null hypothesis states that there is no significant difference between the expected and observed frequencies. The alternative hypothesis states they are different.   The level of significance (the point at which you can say with 95% confidence that the difference is NOT due to chance alone) is set at .05 (the standard for most science experiments.) The chi-square formula used on these data is

$\chi 2 = (O - E)^2/E$

where

O is the Observed Frequency in each category

E is the Expected Frequency in the corresponding category is sum of
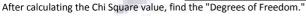
df is the "degree of freedom" (n-1)

$\chi 2$ is Chi Square

Procedure for calculating Chi-square

We are now ready to use our formula for $\chi 2$ and find out if there is a significant difference between the observed and expected frequencies for the working conditions/ quality of work life. We will set up a worksheet on table 5 and then we will follow the directions to form the columns and solve the formula

TABLE 5: WORKING SHEET OF WORKING CONDITIONS/ QUALITY OF WORK LIFE

S.no	Observed Frequency(O)	Expected Frequency (E)	(O-E)	(O-E)^2	(O-E)^2/E
1(i)	13	9	4	16	1.7777778
(ii)	9	9	0	0	0
(iii)	28	32	-4	16	0.5
2 (I)	11	9	2	4	0.4444444
(ii)	7	9	-2	4	0.4444444
(iii)	32	32	0	0	0
3 (I)	9	9	0	0	0
(ii)	11	9	2	4	0.4444444
(iii)	30	32	-2	4	0.125
4 (I)	5	9	-4	16	1.7777778
(ii)	5	9	-4	16	1.7777778
(iii)	40	32	8	64	2
5 (I)	7	9	-2	4	0.4444444
(ii)	7	9	-2	4	0.4444444
(iii)	36	32	4	16	0.5
6 (I)	7	9	-2	4	0.4444444
(ii)	9	9	0	0	0
(iii)	34	32	2	4	0.125
7 (I)	5	9	-4	16	1.7777778
(ii)	4	9	-5	25	2.7777778
(iii)	41	32	9	81	2.53125
8 (I)	8	9	-1	1	0.1111111
(ii)	10	9	1	1	0.1111111
(iii)	32	32	0	0	0
9 (I)	9	9	0	0	0
(ii)	13	9	4	16	1.7777778
(iii)	28	32	-4	16	0.5
10 (I)	13	9	4	16	1.7777778
(ii)	11	9	2	4	0.4444444
(iii)	26	32	-6	36	1.125
Chi-square					24.184028

After calculating the Chi Square value, find the "Degrees of Freedom."

Degree of freedom = (R-1) (C-1)

                                    = (10-1) (3-1)

                                    = 18

At 5% level of significance, the critical (tabulated) value of $\chi 2$ for df (18) = 28.869

(As $\chi 2$ calculated < $\chi 2$ tabulated) Since the value of chi-square tabulated is greater than the calculated chi-square. Null hypothesis is accepted and alternative hypothesis is rejected. So, the conclusion is that there is no relationship between work condition/ quality of work life and retention.

III. For the personal attributes there are also two hypotheses:

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A. Null hypothesis - There is no association between the personal attributes and retention in organized retail organization.

B. Alternative hypothesis - There is association between the personal attributes and retention in organized retail organization.

The result of personal attributes are shown in table 6 under the observed frequency

TABLE 6: CONTINGENCY TABLE OF PERSONAL ATTRIBUTES

	Personal Attributes	Disagree	Neutral	Agree	Row Total
1	Feel comfortable while working with latest technology	7	7	36	50
2	Enjoying repetitive work	11	13	26	50
3	Professionally successful only if you remain a part of the present organization	19	9	22	50
4	Adequate time to spend with friends and family	24	4	22	50
5	Comfortable to relocation	7	7	36	50
6	Appreciated by superior when did good work	6	7	37	50
7	Health conscious	7	9	34	50
8	Higher Studies are the reason for attrition	11	13	26	50
9	Focused on career growth	8	5	37	50
10	Family problem are the reason for attrition	5	5	40	50
	Column Total	105	79	316	500

The null hypothesis states that there is no significant difference between the expected and observed frequencies. The alternative hypothesis states they are different. The level of significance (the point at which you can say with 95% confidence that the difference is NOT due to chance alone) is set at .05 (the standard for most science experiments.) The chi-square formula used on these data is

$\chi 2 = (O - E)^2/E$

where

O is the Observed Frequency in each category

E is the Expected Frequency in the corresponding category is sum of

df is the "degree of freedom" (n-1)

$\chi 2$ is Chi Square

Procedure for calculating Chi-square

We are now ready to use our formula for $\chi 2$ and find out if there is a significant difference between the observed and expected frequencies for the working conditions/ quality of work life. We will set up a worksheet on table 7 and then we will follow the directions to form the columns and solve the formula.

TABLE 7: WORKSHEET OF PERSONAL ATTRIBUTES

S.no	Observed Frequency(O)	Expected Frequency (E)	(O-E)	(O-E)²	(O-E)²/E
1(i)	7	10	3	9	0.9
(ii)	7	8	1	1	0.125
(iii)	36	32	-4	16	0.5
2 (I)	11	10	-1	1	0.1
(ii)	13	8	-5	25	3.125
(iii)	26	32	6	36	1.125
3 (I)	19	10	-9	81	8.1
(ii)	9	8	-1	1	0.125
(iii)	22	32	10	100	3.125
4 (I)	24	10	-14	196	19.6
(ii)	4	8	4	16	2
(iii)	22	32	10	100	3.125
5 (I)	7	10	3	9	0.9
(ii)	7	8	1	1	0.125
(iii)	36	32	-4	16	0.5
6 (I)	6	10	4	16	1.6
(ii)	7	8	1	1	0.125
(iii)	37	32	-5	25	0.78125
7 (I)	7	10	3	9	0.9
(ii)	9	8	-1	1	0.125
(iii)	34	32	-2	4	0.125
8 (I)	11	10	-1	1	0.1
(ii)	13	8	-5	25	3.125
(iii)	26	32	6	36	1.125
9 (I)	8	10	2	4	0.4
(ii)	5	8	3	9	1.125
(iii)	37	32	-5	25	0.78125
10 (I)	5	10	5	25	2.5
(ii)	5	8	3	9	1.125
(iii)	40	32	-8	64	2
Total					59.4125

After calculating the Chi Square value, find the "Degrees of Freedom."

Degree of freedom = (R-1) (C-1)

= (10-1) (3-1)

= 18

At 5% level of significance, the critical (tabulated) value of $\chi 2$ for df (18) = 28.86

(As $\chi 2$ calculated > $\chi 2$ tabulated) Since the value of chi-square calculated is greater than the tabulated chi-square. Null hypothesis is rejected and alternative hypothesis is accepted. So, the conclusion is that there is relationship exists between personal attributes and retention.

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Now, analysis of part A and F should be presented with the help of tables.

1. Age of Respondents

Age of Respondents	No. of Respondents
Below 20	0
21-25	20
26-30	18
31-35	12
Above 40	0
Total	**50**

Table 8: Age of Respondents

2. Gender of Respondents

	Male	Female
Respondents	34	16

Table 9: Gender of Respondents

3. Marital Status of Respondents

	Married	Unmarried
Respondents	14	36

Table 10: Marital Status pf Respondents

4. Qualifications of Respondents

Qualification	No. of Respondents
Below Graduation	9
Graduation	16
Post Graduation	25
Total	50

Table 11: Qualification of Respondents

5. Total Experiences of Respondents

Total Experience	No. of Respondents
0-1 Year	10
1-3 Years	16
3-5 Years	14
More than 5 Years	10
Total	**50**

Table 12: Total Experience of Respondents

6. Experience in Present Organization

Experience in Present Organization	No. of Respondents
0-1 Year	14
1-3 Years	24
3-5 Years	10
More than 5 Years	2
Total	50

Table 13: Respondents Experience in Present Organization

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7. Present Employability of Respondents

8. Enhancing Skills/ Qualification

Degree of Employability	No. of Respondents
High	12
Low	0
Moderate	28
Can't say	10
Total	50

Table 14: Present Employability of Respondents

Response	No. of Respondents
Yes	28
No	12
Can't say	10
Total	50

Table 15: Respondents Response on Enhancing Skill

9. Personal Income

10. Family Income

Personal Income	No. of Respondents
Rs. 1-3 lacs	38
Rs. 3-6 lacs	12
Rs. 6-9 lacs	0
Rs. 9 lacs & above	0
Total	50

Table 16: Respondents Response on Personal Income

Family Income	No. of Respondents
Rs. 1-5 lacs	30
Rs. 5-10 lacs	18
Rs. 10-15 lacs	2
Rs. 15 lacs & above	0
Total	50

Table 17: Respondents Response on Family Income

11. Reason for Leaving Previous Organization

Reasons of leaving previous organization are different with different respondents and there are as fallows:
(i) For career growth;
(ii) Better pay package;
(iii) Personal reasons;
(iv) Job security;
(v) There skills are not properly utilized;
(vi) Some have interest in retail sector.

12. Most Enjoyable part of Job

Because of the respondents are frontline executive therefore, their most interesting or enjoyable part of job are customer interaction and achieved their sales target.

13. Retention Level

Retention level should be maximized by following:-
(i) Better remuneration
(ii) Proper increments
(iii) Transparent appraisal system
(iv) Better job conditions
(v) Employees counseling
(vi) Social gathering (parties, picnics)

14. Dream Organization

(i) Almost all the respondents want their dream organization as better paymaster, more big company with good profile.
(ii) Few are still want to stay with their present organization in future as they are satisfied with their present organization
(iii) Some respondents want their dream organization as where there skills are properly utilized.
(iv) Some want to change their respective sector with other like automobile and telecom because of their interest.

CONCLUSIONS

1. 68% respondents are male and only 32% are female. Now, it clears that in retail sector the male employees are in large extent. Because male employees are mobile, having more responsibility of family as compared to female and very much not satisfied with their job (dissatisfaction) are the most prominent reason for employee turnover, which create problem in the execution of retention strategies.

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2. 72% respondents are unmarried. As unmarried or single individual are more risk taker, they didn't compromise with their present conditions, they get attracted to other competitors or other sector job most of the time caused problem in retention.
3. 76% respondents are below the age of 30. This data shows that organized retail organization having a young force, which may be the cause of employee turnover in this particular sector. Because they have ample opportunity of better job prospect also create problem in retention.
4. 50% respondents are postgraduate. 32% are graduate and only 18% are below graduation.
5. All the respondents are agreed that if they satisfied with organizational policy/ organizational climate of their concerned organization than their retention level is at maximum. The study reveals that there is a relationship between organizational policy/ climate and retention. As the organizational policy/ climate become simple and understandable, co-operative, and trustworthy than retention level become higher.
6. From the study it was clear that retail employees are agreed on the fact that their organized retailers provides better working condition/ quality of work life to their employees so, they do not leave the job. And it was also proving by the chi-square test where it was clear that there is no relationship between retention and work conditions/ quality of work life in organized retailing.
7. Different personal attributes like higher studies, career growth, recognition, family had direct impact on respondent's current employability. Retail employees who are facing such personal problem shows decreasing level of retention in comparison to those respondents who had less personal problem.
8. About 56% respondents are involved in enhancing their skills or qualification like they go for higher studies or any other diploma courses for their career advancement that caused employee turnover in retail sector.
9. About 56% respondents rate their present employability as moderate. Its means that employees had a capability of gaining initial employment, maintaining employment, and obtaining new employment if required. So, present employability also creates a problem for retention in organized retail sector.
10. The personal income of 76% employees is between Rs. 1-3 lacs and other 24% employees had between Rs. 3-6 lacs. This data shows that employees having less salary are more prone to switch over on other job easily.
11. Most of the organizations are trying to retain their employees by the various means like practicing social gathering, conducting good appraisal system, provide better remuneration and increments and proper counseling.

RECOMMENDATION

1. Compensation constitutes the largest part of the employee retention process. The employees always have high expectations regarding their compensation packages. So an attractive compensation package should plays a critical role in retaining the employees.
2. Growth and development are the integral part of every individual's career. If an employee can not foresee his path of career development in his current organization, there are chances that he'll leave the organization as soon as he gets an opportunity.
3. The work profile on which the employee is working should be in sync with his capabilities. The profile should not be too low or too high.
4. Employees' responsibilities in the organization should help him achieve his personal goals also. Organizations can not keep aside the individual goals of employees and foster organizations goals. Employees' priority is to work for them and later on comes the organization. If he's not satisfied with his growth, he'll not be able to contribute in organization growth.
5. Employees should be trained and given chance to improve and enhance their skills. These trainings can be given to improve many skills like communications skills, technical skills, in-house processes and procedures improvement related skills and customer satisfaction related skills or special project related skills.
6. Management should try to focus on its employees and support them not only in their difficult times at work but also through the times of personal crisis.
7. Management can support employees by providing them recognition, appreciation, proper counseling and providing emotional support.
8. The feedback from supervisor helps the employee to feel more responsible, confident and empowered. They tend to be honest, and they provide consistent feedback, both positive and negative. They are respectful of others preserving an employee's dignity is important to them and they respect differences and value diversity among their employees.
9. An employee should be recruited if there is a proper place and duties for him to perform. Otherwise he'll feel useless and will be dissatisfied and it becomes the reason of employee turnover.
10. The reason of employee's turnover may be personal or professional. These reasons should be understood by the employer and should be taken care of. The organizations are becoming aware of these reasons and adopting many strategies for employee retention.
11. Managers who retain employees tend to be good listeners who show an interest in what employees are thinking and doing. Certainly, they share many of the characteristics of a good teacher they are good communicators, and regardless of personality they are caring, fair, and attentive, and stayed focused on company goals.

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