

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

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HUMAN RESOURCE MANAGEMENT IN RETAIL INDUSTRY WITH REFERENCE TO TRAINING IN RETAIL IN PMKVY AND UP GOVERNMENT SCHEME

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NOIDA

ABSTRACT

Retail is very fast growing and a big employer in India. Organised retail industry is now expanding its wings toward small towns and villages but facing deficiency of good trained manpower. Training of its manpower is time consuming and additional expenses for it. Our central as well as state governments are now focusing on skill development of person who want to build their career in retail and different streams. In this research paper researcher is focusing on Retail training program. Researcher try to find out the training needs and deficiency in training programs run by government.

KEYWORDS

employee turnover, GDP (gross domestic production), human resource management, retail, training.

INTRODUCTION

WHAT IS HUMAN RESOURCE MANAGEMENT?

Human Resource Management includes the management of people in organizations from a macro perspective i.e. managing people in the form of a collective relationship between management and employees. This approach focuses on the objectives and outcomes of the HRM function. This means is that the HR function in modern-day organizations is concerned with the notions of people enabling, people development and a focus on making the "employment relationship" fulfilling for both the management and employees.

WHAT IS RETAILING?

Retailing is a distribution channel task, where one organisation buys products from supplying firms or manufactures products themselves, and then sells these directly to consumers. In majority of retail situations, the organisation, from whom a consumer buys, is a reseller of products obtained from others, and not the product manufacturer. However, some manufacturers do operate their own retail outlets in a corporate channel arrangement.

Retailers offer many benefits to suppliers and customers as resellers. Consumers, for instance, are able to purchase small quantities of an assortment of products at a reasonably affordable price. Similarly, suppliers get an opportunity to reach their target market, build product demand through retail promotions, and provide consumer feedback to the product marketer.

REVIEW OF LITERATURE

Indian Council for Research in International Economic Relations (ICRIER) developed research report titled "Impact of organized retail on the unorganized sector" states that retail trade alone accounts for 41.83 percent job opportunities with 14.95 million employed in the sector. Establishments involved in retail trade claimed the highest percentage both in the rural (39.28 percent) and urban (45 percent) areas. It has been the most sought after activity amongst own account establishments with a share of 48.45 percent. In rural areas, 46.52 percent own account establishments were set up for retail trade while the percentage was 51.44 in Indian Council for Research in International Economic Relations (ICRIER), report on Indian Retail, New Delhi, 2008 urban areas. Retail trade along with manufacturing and social and personal service activities have emerged as the three major non-agricultural activities giving the maximum number of jobs, with a share of more than 72 percent of the total establishments. Manufacturing establishments followed retail trade with 8.32 million people employed. Social and personal service activities employed 7.35 percent during the review period.

Indian Council for Research in International Economic Relations (ICRIER), report on Indian Retail, New Delhi, 2008.

Kumar⁹⁸ explained that in India, next to agricultural field, most of the individuals are employed in the retail sector. Around forty million individuals are involved in retailing. It is also found that among them 50,000 people have been working in well-organized retail industries. He also defined well-organized retail industry as a large scale chain stores which are corporatized, apply modern-management techniques. He also explained that the community based private sellers fall under the group of conventional retail sector. Organized retail sector mostly consists of superstores and hyper marts. These are found to be common in the urbanized nations. In accordance to MRI report⁹⁹, the organized retail sector could get a turnover of around one thousand billion Indian rupees in 2012, if the existing performance is maintained.

Kumar A., Kim Y.K. and Pelton L., Indian Consumer's purchase behaviour towards US versus local brands, International Journal of Retail and Distribution Management, Vol.37 No.6, pp.510-526, 2008.

99 MRI report, India's Growing Consumer Product and Retail Market. Marubeni Research Institute, Sept., 2006.

NEED/IMPORTANCE OF THE STUDY

Retail is very fast growing industry in India. India has a very huge potential in retail because of its large and young population. That's why several global leaders in retail are coming in India. It generate huge employment. But because of untrained man power retail industry suffers from large turn-over of its employees. In retail industry most of the man power needed in front line. These first line employees come from lower middle and lower class which need education to understand retail and be presentable in front line. Indian government and U.P. state government is trying to skill people who want to go in retail industry. It is necessary to check its practical implication and outcome of training. This research is focusing on these issues.

STATEMENT OF THE PROBLEM

Find out more effective ways to train man power for retail industry.

OBJECTIVES

1. To find out affectivity of retail training given by government
2. To suggest more additions to make this training more valuable.

HYPOTHESIS

H₀ – training given by government is not valuable.

H₁ – all participants are well educated.

RESEARCH METHODOLOGY

This research paper is dedicated to all person working in organised retail sector. In this research work exploratory research design is being used. Data were collected from primary as well as secondary resources. Primary data were collected from retail trainee associates. As its very appreciable plan of central as well as UP state government in which persons from 16 to 30 years are trained about organised retailing. These are the persons who will be part of organised retailing. The trained personnel are must requirement of organised retailing.

The structured interview method used to collect data. Open ended questions were asked to participants. Interview of each participants lasted not less than 30 minutes. The study was conducted among 100 trainee associated of Central as well as U.P. government training program. Secondary data were collected from news-papers, Web links, books, published research papers etc.

DATA ANALYSIS

1. Age: Most of the participants of training are below 22.
2. Education: most of the participants are pursuing schooling.
3. Family financial status: majority of the participants comes from lower middle and poor class.
4. General awareness: general awareness of participant is not bad.
5. English awareness: English awareness of participants is very poor.
6. Appearance: Appearance is also a much needed training factor for all participant.

RESULTS & DISCUSSION

I. RETAIL INDUSTRY IN INDIA

During the last few years, the Indian retail market has seen noteworthy growth in the organised segment. Major domestic players have entered the retail arena and have ambitious plans to grow in the future years across verticals, formats, and cities. For example, companies like Reliance, Tata, Bharti, Adani Enterprise, have been investing significantly in the booming Indian retail sector. Besides, a number of transnational corporations have also set up retail chains in association with big Indian companies.

The Indian retail sector is highly fragmented and the unorganised sector has around 13 million retail outlets that account for around 95-96% of the total Indian retail industry. However, going forward, the organised sector's growth potential will increase due to globalisation, high economic growth, and changing lifestyle. Moreover, high consumer spending over the years by the young population (more than 31% of the country is below 14 years) and sharp rise in disposable income are driving the Indian organised retail sector's evolution. Even small towns and cities are viewing a major shift in consumer lifestyle and preferences, and have thus emerged as smart markets for retailers to expand their presence.

Although the growth potential in the sector is enormous, it is not without challenges that could slow the pace of growth for new entrants. Rigid regulations, real estate costs, high personnel costs, lack of basic infrastructure, shrinkage, and highly competitive domestic retailer groups are some such challenges. Additionally, resource constraints at shopping mall projects are also delaying completion and disrupting many retailers' entry strategies.

The Indian retail industry has arisen as one of the most dynamic and fast-paced industries due to the entry of several new players. It accounts for over 10 per cent of the country's Gross Domestic Product (GDP) and around 8 per cent of the employment. India is the world's fifth-largest global destination in the retail space.

"Statistically over 14 million outlets operate in the country and only 4 percent of them are larger than 500 sq.ft in size. India has about 11 shop outlets for every 1000 people. These are typically family owned and operated stores, which lack the scale to grow. Hence, the sector present a dire need of more investments towards its modernisation."

- 1) Manisha Bapna, Images Group



Source: www.ibef.org

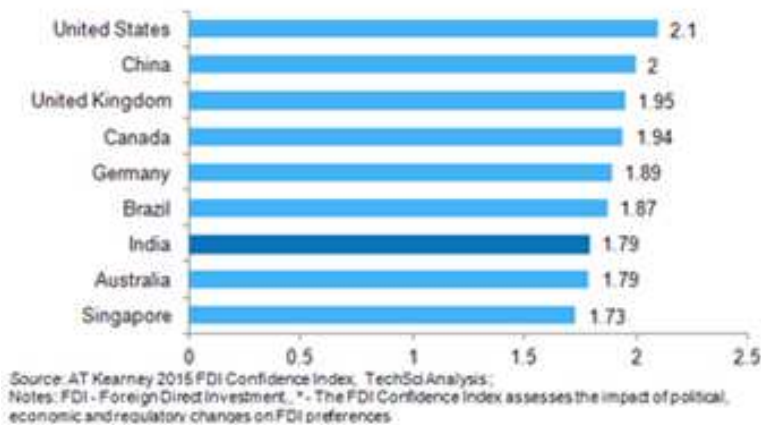
II. GLOBAL POSITIONING OF INDIAN RETAIL

India was ranked fifth in 2012 on the Global Retail Development Index, by AT Kearney, highlighting it as one of the key foreign investment destinations worldwide. However, in 2013 the rank fell to fourteenth possible due to slow spending and general economic slowdown, along with policy concern over approval of multi-brand retail across several states in India. This trend is expected to reverse soon supported by factors such as improving demographics, rising disposable income level, expansion of organised retail sector into Tier 2 and 3 cities, changing consumer habits, etc. This could a wide window of opportunities for national and international players in the next five to ten years. Retailing has played a major role in the global economy. In developed markets, retailing is one of the most prominent industries.

Retail sector's high growth potential is attracting investor

1. India has occupied a remarkable position in global retail rankings; the country has high market potential, low economic risk, and moderate political risk
2. In market potential, India ranks eleventh (after United States, China, Canada, UK, Brazil, Germany, Austria and Mexico)
3. India's net retail sales are quite significant among emerging and developed nations; the country is ranked third (after China and Brazil)
4. Overall, given its high growth potential, India compares favourably with global peers among foreign investors

FDI Confidence Index 2015



Source: www.ibef.org

III. SIZE OF THE INDIAN RETAIL INDUSTRY

In 2007, the total Indian retail industry was valued at ₹ 13,300 billion (estimate), and the organised segment constituted 5.9% of the value at ₹ 783 billion. In the segment, the clothing and accessories sales had a majority share of 38.1% followed by the food and grocery segment at 11.5% and electronics segment at 9.1%. The organised retail industry grew at a CAGR of 33% during 2004-2007. Even though the organised retail segment has a minuscule share in the total industry, it has enormous potential considering the rising urbanisation, the efficient supply-chain, the readily-available retail space, and modern technology, which help in reducing consumer prices to a great extent.

Indian retail market (at current market prices)

Segments	Total retail market (Rs billion)			Organised retail market (Rs billion)		
	2006	2007	Share in 2007	2006	2007	Share in 2007
Clothing & accessories	1,135	1,313	9.5%	214	298	38.1%
Food and grocery	7439	7,920	62.0%	58	90	11.5%
Footwear	137.5	160	1.1%	52	77.5	9.9%
Electronics	481	575	4.0%	50	71	9.1%
Catering services (F&B)	570	713	4.8%	39.4	57	7.3%
Home & office improvement	406.5	455	3.4%	37	50	6.4%
Telecom	216.5	272	1.8%	17.4	27	3.4%
Entertainment	380	456	3.2%	15.6	24	3.1%
Jewellery	602	694	5.0%	16.8	23	2.9%
Books, music & gifts	133	164	1.1%	16.8	22	2.8%
Watches	39.5	44	0.3%	18	21.5	2.7%
Pharmaceuticals	422	488	3.5%	11	15.4	2.0%
Beauty & wellness	38	46	0.3%	4	6.6	0.8%
Total	12,000	13,300		550	783	

Source: Images India Retail Report

TASKS PERFORMED BY DIFFERENT CATEGORIES OF HUMAN RESOURCE IN A RETAIL FIRM

I. STRATEGIC MANAGEMENT TASKS PERFORMED IN A RETAIL FIRM

- 1) Develop a retail strategy
- 2) Identify the target market
- 3) Determine the retail format
- 4) Design organizational structure
- 5) Select locations

II. MERCHANDISE MANAGEMENT TASKS PERFORMED IN A RETAIL FIRM

- 1) Buy merchandise
- 2) Locate vendors
- 3) Evaluate vendors
- 4) Negotiate with vendors
- 5) Place orders
- 6) Control merchandise inventory
- 7) Develop merchandise
- 8) Budget plans
- 9) Allocate merchandise to stores
- 10) Review open-to-buy and stock position
- 11) Price merchandise
- 12) Set initial prices
- 13) Adjust prices

III. STORE MANAGEMENT TASKS PERFORMED IN A RETAIL FIRM

- Recruit, hire, and train store personnel
- Plan work schedules
- Evaluate performance of store personnel
- Maintain store facilities
- Locate and display merchandise
- Sell merchandise to customers
- Repair and alter merchandise
- Provide services
- Handle customer complaints
- Take physical inventory
- Prevent inventory shrinkage

IV. ADMINISTRATIVE MANAGEMENT TASKS PERFORMED IN A RETAIL FIRM

- Promote the firm, its merchandise and its services
- Manage human resources
- Distribute merchandise
- Establish financial control
- Increasing Workforce Diversity
- Workforce employing more minorities, handicapped people, and the elderly
- Older workers are more reliable than younger workers
- Cost effective as training and recruitment costs are low

CHALLENGES FOR HUMAN RESOURCE MANAGER IN INDIAN RETAILING

There is a rule in business that if you are not growing, you may be dying. But grow too rapidly and you may still find yourself on the fast track to the business graveyard. That will happen if you are not alert or constantly looking out for the speed bumps that will come your way when you are riding on a highway at top speed. Typically, the growth challenges relate to outgrowing the infrastructure, losing talented people, stretching the human capital resources too thin, attracting new competitors and flagging customer service.

These are challenges that face the retail industry in India today as it along on the fast lane. Being a labour intensive industry sector, workforce management has emerged as the single biggest task for human resources managers. Companies are being challenged to reorganise and adapt their employees to become more efficient. Sums up the key concerns for HR as hiring skilled talent, retaining critical talent and engaging and motivating employees.

ANALYSIS	
Strength <ol style="list-style-type: none"> 1) Impressive industry growth rate 2) MNCs would bring in robust practices in the industry 3) Industry encourages innovative HR practices to engage employees 4) Institutes having retail market understanding being closely involved in the sector 	Opportunity Potential to generate employment: <ul style="list-style-type: none"> • It accounts for around 8% of employment • Creation of 10 million jobs in 10 years. Second largest employer after agriculture • Attracts large pool due to minimum qualification requirement of 10+2
Weakness <ol style="list-style-type: none"> 1. Deficiency of skilled and experienced professionals especially at the middle and the senior level management 2. High attrition, around 50%, leading to focus on continuous recruitment 3. Continuous need towards skill development of employees 	Threat <ol style="list-style-type: none"> 1. With the opening up of the sector, creation of enough skilled workers to cater to the demand is crucial 2. Career progression is a challenge as a majority of the workforce is young and expects good progression 3. Attractive compensation at all levels is a critical factor

Source: Deloitte secondary research

In most companies, 80-90 per cent of the staff is employed at the front end. A majority of the staff that represents this front end - where the consumer actually interacts with the brand - is from economically weaker sections and needs thorough product knowledge and training to be able to understand the consumer needs and address them effectively. A senior executive at a popular apparel retail brand explains it well: "That branded dress you purchase from the store at a glitzy mall would cost the same as the monthly grocery bill that the sales person's family would run up. Imagine the disconnect!"

Also, retail is a thin margin business compared with other service industries where the rewards and dividends are far higher. So, the task of retaining key people becomes all the more difficult. Experts say most of the attrition happens in the first year when bulk of the training is imparted. Which means a lot of training money simply goes up in smoke.

The task of attracting the best people and keeping them happy is big enough to keep every HR head awake at night. Of course, players are learning the ropes and reacting fast. Here are some lessons from the recent experiences of the big boys in Indian retail.

Human resources involves the strategic planning and management of employees to create a productive and motivated workforce. The retail industry poses particular HR challenges because employees deal directly with your customers. You must consider both short-term and long-term HR objectives when addressing these challenges.

I. HIGH TURNOVER

Retail is infamous for having a high rate of employee turnover. This means employees routinely come and go, which poses several challenges. Training and developing are difficult, time consuming and constant if you constantly have to recruit and hire new people. It's also more difficult to build customer loyalty if customers keep seeing a new face every time they enter your store. You can address these problems by recruiting the right people and building a rapport with your employees. When you interview people, make sure you ask specific questions that relate to the type of work your employees do. Informal social outings and fun games at work can help build rapport.

II. DIVERSITY

A diverse workforce is typically regarded as a good thing. It helps a retailer better connect with its marketplace and usually leads to more and better ideas and results. However, a staff of people from widely varying demographic backgrounds might have trouble developing cohesiveness. From an HR vantage point, your challenge is to manage diversity to avoid major conflicts and promote a spirit of tolerance, teamwork and collaboration. Include diversity discussions in store meetings and encourage employees to discuss their differences. These techniques can go a long way toward building a more cohesive team.

III. MISCONCEPTIONS

To build a staff of competent, committed and motivated employees, retailers must overcome a number of common challenges and misconceptions about the work environment. Common concerns include long hours, no full-time jobs or benefits, low pay and no growth opportunities. You can overcome these challenges by going against the industry grain. Offer regular eight-hour work shifts at your retail business. Provide competitive pay and benefits to full-time employees. Even if your starting pay is modest, do your best to offer fast tracks to higher salaries and management positions when an employee has established a good track record with your business.

IV. SEASONAL DEMAND

Retailers often experience seasonal demand fluctuations. The holiday buying season, from "Black Friday" through Christmas, is well-known as the busiest shopping season of the year. Retailers often try to add temporary staff during these times. They often wind up with fewer skilled and trained workers who might not have the tools to best serve your customers. These workers can also alienate regular staff that must pick up the slack. Develop a plan to assimilate temporary workers during these seasonal periods. A store meeting at the start of the busy season is a good way to help temporary workers learn the system and get to know the regular staff.

HOW TO MOTIVATE HUMAN RESOURCE IN RETAIL**I. USE OF TECHNOLOGY TO INCREASE EMPLOYEE PRODUCTIVITY**

1. Keeping Talent – Building Employee Commitment
2. Empowering Employees
3. Empowerment is the process of managers sharing power and decision-making authority with employees
4. Gives employees confidence
5. Provides greater opportunity to provide service to customers
6. Employees are more committed to firm's success
7. Creating Partnering Relationships with Employees
8. Reducing Status Differences
9. Promotion From Within
10. Balancing Careers and Families
11. Flex-time, job sharing

II. MOTIVATING TALENT – ALIGNING GOALS

- 1) Policies and Supervision
- 2) Indicate what employees should do
- 3) Behaviour Enforced by Managers
- 4) Incentives
- 5) Commission, Bonus, Stock Options
- 6) Organization Culture
- 7) The set of values, traditions, and customs of a firm that guides employee behaviour
- 8) Behaviour enforced by social pressure

III. DEVELOPING TALENT – SELECTION AND TRAINING

- Selective Hiring:
- Recruit "the right people"
- Simply seeking the best and the brightest may not always be the most effective approach
- Training:
- Increasing investments in management training programs and developing leaders
- Increasing attention to college graduates - Generation Y

IV. WINNING THE TALENT WAR

Retailers are engaged in a "war" with their competitors for talent – for effective employees and managers – who can effectively deal with the increased complexities of retail jobs (the use of new technologies, increased profit & loss responsibilities, increased global competition, a diverse workforce).

LEGAL RESTRICTIONS ON HR PRACTICES IN RETAILING

Equal employment opportunity: according to law there should be equal opportunity to all eligible candidate for job. There should be no restriction based upon religion, cast or any other basis.

Compensation: Minimum compensation is now being decided by government that has to be followed by allowed by all employers.

Labour relations: Labour relations are now become very complex, that it become very difficult to handle them. Good labour relations are base of growth of employer.

Employee safety and health: Employee health and safety is very concerned factor of any organisation. There are so many legal issues relating to employee health and safety.

Sexual harassment: Sexual harassment is a very serious and punishable offence according to Indian law. There are so many case seen recently about sexual harassment.

Employee privacy: Employee privacy is also a very important issues for employer. That is to be maintained.

FINDINGS

1. Indian retail industry need a large amount of man power.
2. Condition of employees working in retail is also not good.
3. The program run by government is very good and ambitious
4. Most of the participants comes from economically weaker section of society.
5. Most of the participants are below 12th standard.
6. It is assumed that training given by government is not valuable but it is not true hence this hypothesis is wrong
7. It is assumed that all participants are well educated but it is find that all participants are not well educated.

RECOMMENDATIONS/SUGGESTIONS

1. The program run by government is very good and ambitious
2. Training period should be increased.
3. Training curriculum is sufficient for trainees.
4. Dimensions of retail training should be increased.
5. More emphasis should be given to practical training.
6. Something more should be done to attract more trainees.

CONCLUSIONS

Retail industry in India has a very bright future. It has huge amount of customers to serve. To serve these customer this industry need lots of representatives. These representatives are not well trained that's why face too much difficulty to continue their job. To skilled these person who want to come in retail industry Indian Government and U.P. government are trying to give retail training. This a very good and effective effort of government. In the end of retail training, trainee can learn how to do well in his or her job of retailing.

LIMITATIONS

1. Trainee associates does not like to share information.
2. Direct interview method is used in this research but many trainee fear to face interview.
3. This a new program that's why very little secondary data is available on the subject.
4. As it is a government owned program, attitude of people is not very good.

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