



HR PRACTICES AND ITS IMPACT ON EMPLOYEE'S RETENTIONS

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Abstract

There are many principles about HR practices in changing workplace formulated by many stalwarts in the field of management but the question is whether they are followed? Whether the HR management are allowed to implement their knowledge and expertise or simply utilized by the companies to justify their move of lying off by complicated statistics and intricate graphs and pie charts.

To meet the objectives of this study, a field research through personal interview via telephone and face to face interaction were conducted. Shoppers Stop retail outlet was targeted for this study. Relevant question were asked to the Heads of the store. As research design is exploratory in nature, hence the overall design is flexible. Non-probability sampling design is focussed. There is no pre-planned design for analysis. It is observational design hence unstructured instrument is used for collection of data.

This research paper is also based on secondary data for finalization of views and opinions which has been sourced from published literature.

Keywords: HR practices, Changing work place, Employee relationships

Introduction

The story of a farm boy living in the outskirts of Oklahoma and became the richest man of America in the 80's is no less intriguing than a pulp fiction. Sam Walton with his strategies created the brand called Wal-Mart which is considered to be the world's largest retail business. Wal-Mart with 1.3 million employees in the United States alone is praised for its low prices, efficiency, and brand power (Basker, 2007). On the other hand, the company also experiences strong pressure from outside stakeholder groups regarding the retailer's allegedly unethical behavior in the form of low wages and poor working conditions for employees (Palazzo and Basu, 2007).

To deal with any business there are many principles about HR practices in changing workplace formulated by many stalwarts in the field of management but the question is whether they are followed? Whether the HR management are allowed to implement their knowledge and expertise or

simply utilized by the companies to justify their move of lying off by complicated statistics and intricate graphs and pie charts. When Wal-Mart is not above controversies the action of other retailers are bound to be under the surveillance of the watchdogs.

The HR practises are best followed when the profit margin is high. When the survival of a company is at stake, leave apart HR, following any policies is a distant dream and attrition is an obvious choice. Here the main discussion will be about the HR practices with special reference to Shoppers Stop retail outlet in a competitive market assuming a considerable profit margin of the company. It is generally observed that each company have their own theory of employee handling so generalising is a difficult proposition altogether. But few common policies can always be discussed mentioning some interesting practices by some of the retail chain company.

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Literature Review

Jo Manion (2008) in her study focused on some of the question which goes with self-evaluation like "Does my work use my strength and talents? To what degree am I engaged in and by my work? Does my work have a meaning? Do I find pleasure and joy in my work? Do I need a change? Where do I go from here?" She also has recommended to "talking to others incomparable positions to learn what might be needed to move into these jobs".

Harald Biong, Arne Nygaard, Ragnhild Silkoset (2010) in their study focused on recent cases in retailing reflect that ethics have a major impact on brand and performance, in turn, demonstrating that brand owners, employees, and consumers focus on ethical values. In this study, they analyze how various sources of social power affect corporate ethical values, retailer's commitment to the retail organization, and ultimately sales and service quality.

Objectives

- To understand the concept of self-evaluation.
- To focus on various HR practices a retail outlet follows.
- To understand whether these practices directly help the employees and make them contented.
- To suggest some measures to build a strong relationship.

Methodology

To meet the objectives of this study, a field research through personal interview via telephone and face to face interaction were conducted. Shoppers Stop retail outlet was targeted for this study. Relevant questions were asked to the Heads of the store. As research design is exploratory in nature, hence the overall design is flexible. Non-probability sampling design is focused. There is no pre-planned design for analysis. It is observational design hence unstructured instrument is used for collection of data.

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Discussion

Summary of Shoppers Top

Shoppers Stop is an Indian retailing company promoted by the K Raheja Corp Group, started in the year 1991 with its first store in Andheri, Mumbai. Shoppers Stop Ltd has been awarded "The Hall of Fame" and won "the Emerging Market Retailer of the Year Award", by World Retail Congress at Barcelona, on April 10, 2008. Shoppers Stop is listed on the BSE. As of 2013, Shoppers Stop has 73 stores in India. (Wikipedia). The various diversified categories in the store are retail clothing, accessories, handbags, shoes, jewelry, fragrances, cosmetics, healthcare products, beauty products, and home furnishing and decor products. It is a well-organized multi-brand retail outlet with number of employees working in between 10 a.m. to 9.30 p.m.

The retail business comes up with various strategies. One of the important strategies they focus on is the membership card. Various brands go with different kind of membership card.

Name of the Brand with their Card name:-

Particulars	Shoppers's Stop	Lifestyle	Titan group	Big Bazaar/Central/Brand Factory/ Home Town
Card Name	First Citizen	The Inner Circle	Encircle	Payback

Source: - Actual study result

Other important strategies multi-brand retail outlet focuses on are cleanliness, organized arrangement of merchandise, suitable illuminations, and enjoyable music and of course diversified brands. This enhances the décor of the store.

Concept of Self Evaluation

Honesty is the best policy in self-evaluation. Self-evaluation is a personal tactic to evaluate oneself taking into consideration the existing environmental conditions. They should highlight the strength and weaknesses as well as their opportunities and threats. Proper evaluation will help them to identify the intensity of the gap they possess and the area where they need corrections. Everybody



understands one-self better than anybody else. Too much of negativity and too much of positivity cannot come up with concrete results. Exaggeration is the basic problem of self-evaluation. One should be honest enough to judge himself/herself so that proper planning and goal setting can be done.

5.3 HR Practices followed by Retail Outlet and its effect on employees.

According to me the word Retail comprise of R- Rhythm, E- Elegance, T- Trial, A- Ambience, I- Identity, and L- Lights.

The various HR practices followed are as follows-

1. Recruitment
2. Timing
3. Leave
4. Work force diversity
5. Employee empowerment
6. Human Resource Planning
7. Training
8. Employee welfare
9. Performance appraisal
10. Career planning
11. Managing conflicts
12. Security
13. Managing attrition
14. Managing employees

Let me explain these points one by one:-

1. Recruitment- The recruitment process in Shoppers Stop is basically through walk-ins. The media used here is references from relatives, friends etc.
2. Timing- Timing for boys is 12 o'clock to 9.30 p.m. and for girls it is 10 o'clock to 8 p.m.
3. Leave- Employees can take leave which is adjusted from their CL and EL.
4. Work force diversity- Diversity is based on gender, age limits various from position to position, work experience, educational qualification, cultural background, family income etc.
5. Employee empowerment- Employees know their job and handle customers according to the company's policy.

6. Human Resource Planning- Planning is basically deciding in advance what to do, how to do, when to do, whom to do. It bridges the gap between where we are and where we want to go. Human Resource Planning is a practice which is there in the store. They have daily plans, weekly plans as well as monthly plans and also yearly objectives.
7. Training is given as and when required.
8. Employee welfare- Loan scheme options, Gift vouchers given, Employee discount cards
9. Performance appraisal is measured according to different parameters like efficiency, dedication, involvement,
10. Career planning- Constant interaction with employees regarding their career plans and development. Frequent career development programs are also arranged. They are also told how they can develop in their career with the brand Shoppers Stop.
11. Managing conflicts- Conflicts are comparatively less because everyone is clear about their job profile. Transparency is vividly followed.
12. Security- Personal level security as well as work related security prevails.
13. Managing attrition- Each time an essential employee leaves an organization, this employee must be replaced. Associated with their placement of this employee are direct costs incurred by the employment organization as a new employee is recruited, selected, and trained for the position (Curtis and Wright 2001; Gustafson 2002; Hendrie 2004; Masters 2004). Hence to reduce attrition rate store should counsel employees and also should give career guidance suggestion so that they keep moving in their lives.
14. Managing employees- Happy employees are productive and creative, make good decisions, and work well with others. They are healthier than unhappy employees and less likely to miss work (Jo Manion, 2008). Hence if employees are happy they can create a healthy environment



to work and in the long run they also can make customers happy. So tactics play a very important role to manage employees through counseling, empowerment, engagement, diverse leadership, reducing unsafe working conditions and moreover to understand them individually.

Data Collection and Analysis

1. Employees in the outlet are from both the genders.
2. Maximum age limit of employees is 30 years.
3. The age limit varies with designation.
4. The basic hierarchy is store manager followed by store operator, departmental manager followed by employees.
5. The basic qualification of employees are Bachelor degree (BCom/ BBM).
6. The employees are not only from Mangalore but also from different places like Chikmagalur, Puttur etc.
7. Most of the employees want to work to sustain a good standard of living.
8. Most of the employees have the urge to go for higher studies.
9. Employees attend different training sessions as and when necessary.
10. Brand policies are transparent so everyone is clear about their goals.

7. Findings and Suggestions

Finding by survey

1. Outlet is doing lot of activities to retain employees. They find at this point of time attrition rate is manageable but they have to think out of the box strategies to manage it in future.
2. Day by day mind-set of the employees is changing, so organization is exploring different opportunities for higher studies to the employees.
3. To retain employees both monetary benefits and non-monetary benefits are necessary.

Findings

The Boston Consulting Group has released a report titled "Job Seekers Trends 2015". The key findings is noted that the most effective channel for job seeking in India is job referral from family/ friends amounting to 85%.

51% of Indians have no change in income when shifting jobs.

74% respondents feel their work environment and relation with co-workers has worsened with a change in jobs.

67% people feel that their role has worsened with change in jobs.

Suggestions

- 1) Empowering employees leads to customer satisfaction.
- 2) Proper advertisement so that right candidate can be chosen for the store.
- 3) Proper facilities to reduce the attrition rate.
- 4) Focus on team work so that too much dependency on individual can be avoided.
- 5) Employees should be well versed with the terms and conditions.
- 6) Employees should be well versed with the local language, Hindi and English.
- 7) Employees should feel comfortable at work and should convey the problems easily to the head.
- 8) Mutual understanding should be given importance.

Conclusion

Employee retention technically means the efficiency of the organisation in retaining its workforce. It is easier said than done. Researchers (Martin et al. 1981) have found a positive relationship between performance and intention to leave. Hence companies have to be very tactful in their strategies to manage and retain employees. According to Henry Fayol "To manage is to forecast and plan, to organize, to command, coordinate and to control". Hence patience, understanding, tactics, persistent motivation, perseverance and determination play



an important role in employee retention. Focus should be on team effort rather than individual dependency. No one should think he is indispensable and without him the store will disintegrate like a pack of cards.

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