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Peer Reviewed Refereed  
and UGC Listed Journal  
(Journal No. 40776)

ISSN 2277 - 5730  
AN INTERNATIONAL  
MULTIDISCIPLINARY QUARTERLY  
RESEARCH JOURNAL

# AJANTA

Volume - X, Issue - IV,  
October - December - 2021  
English Part - VI

IMPACT FACTOR / INDEXING  
2019 - 6.399  
[www.sjifactor.com](http://www.sjifactor.com)

**Ajanta Prakashan**

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ज्ञान-विज्ञान विमुक्तये

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**Ajanta Prakashan**

Aurangabad. (M.S.)

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## 9. Human Resource Management in Organized Retail Sector in India: A Study

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### Abstract

The success of an organization mostly depends on its Human Resource. Human Resource Management (HRM) plays a crucial role in achieving the organizational goals. The retail sector has played a remarkable role in India with tremendous contribution to the Indian economy. Retailing sector has been observing immense changes with the entry of organized retail companies. The organized retailing in India is undergoing a transform and is expected to scale up to meet international standards. In this world of cut throat competition the need for effective HRM practices has been increasing speedily. In order to face this tough competition of global economy, the organized retailers in India have started to realize the need for efficient manpower and hence, strengthening their business with the help of HRM activities. The HRM practices, therefore, have become their prime concern. The present paper is an attempt to analyze the HRM practices implemented in the organized retail sector in India. The study also throws light on the Human Resource (HR) challenges faced by this sector.

### Introduction

Organized retail is a sector which consists of the companies which are associated with production or sales of goods and services that operates as private limited organizations which are governed by companies act.

HR Practices have moved on from their previous identity of just being an operational and support function, to becoming a strategic partner for the organisations. That's great sign for Indian retail industry.

Retail has always been a significant and one of the most dynamic sectors in our industrial setup. Its contribution in augmenting the economic growth can certainly not be ignored.

Additionally, the gradual, yet steady transformation of a major part of this sector into an organised setup has revamped the industrial outlook for retail in entirety.

Increase in consumerism, expanding customer base and an unceasing yearning for further growth, retail is often even termed as one of the 'most promising' industry sectors. Even in the current scenario, the local organised retail sector is enticing a large number of giant players in anticipation of explosive growth.

While organised retail setup is steadily expanding its reach, the corresponding surge in the demand for talent has underscored the need for effective HR practices. After all, HR practices are like the catalysts for enabling any establishment to achieve its organisational objectives. With time, even these HR practices have not remained untouched by the wave of innovation and evolution. This revamp has resulted in the emergence of many best practices, which runs through the very foundation of organised retail framework.

Now we have to look at couple of best practices which have had a significant impact on the retail sector and have shaped the present industry outlook as well as defined the growth retail for the sector:

### **Research Methodology**

This paper is totally based on secondary data. Secondary data has collected from various books, journals, government reports and article. Researcher has taken Indian Tax Regime old and new for study purpose.

### **Objectives of the Study**

1. To study the present status of Indian retail industry.
2. To study HR practices implemented in the organized retail industry in India.
3. To know the HR challenges faced by the organized retailers while implementing such practices.

### **Human Resource Management (HRM) in Organized Retail Sector**

#### **Recruitment**

Recruitment is one of the primary functions of human resource management. HRM aims to obtain and retain qualified and efficient employees to achieve the goals and objectives of the company. All this starts with hiring the right employees out of the list of applicants and favourable candidates.

### **Selection**

Selections Process is based on group discussions & interviews. Some retailers take an entrance test followed by group discussion and personal interview.

### **Performance Appraisal**

It is one of the most controversial systems within human resource. No one in any organization is ever happy with the system because it explores the bitter truth of an employee. It is inherently conflict based because it is subjective and differs from person to person.

### **Training and Development**

Imparting proper training and ensuring the right development of the selected candidates is a crucial function of HR. After all, the success of the organisation depends on how well the employees are trained for the job and what are their growth and development opportunities within the organisation.

The role of HR should be to ensure that the new employees acquire the company-specific knowledge and skills to perform their task efficiently. It boosts the overall efficiency and productivity of the workforce, which ultimately results in better business for the company.

### **Compensation**

Benefits and compensation form the major crux of the total cost expenditure of an organisation. It is a must to plug the expenses, and at the same time, it is also necessary to pay the employees well. Therefore, the role of human resource management is to formulate attractive yet efficient benefits and compensation packages to attract more employees into the workplace without disturbing the finances of the company.

The primary objective of the benefits and compensation is to establish equitable and fair remuneration for everyone. Plus, HR can use benefits and compensation as a leverage to boost employee productivity as well as establish a good public image of the business.

### **Rewards, Incentives and Recognition**

Every retailer is looking at various ways to motivate their employees and reduce attrition rate. Introduction of rewards, incentives and recognition of employee is increasingly becoming popular within the industry. Retailers like PRIL have launched PERK Performance Enhancement Reward Kit and star performer of the month in their stores. They are used to reward performance at the individual, team and organizational level.

### **Employee Discipline**

Discipline refers to the actions imposed by an organization on its employees for failure to follow the organization's rules, standards, or policies. Once employees see the discrepancy between actual and expected performance, the burden is on the employee to change.

### **Findings & Suggestions**

The importance of human resources in the organizational point of view is need of the hour especially in the era of globalization. The effectiveness of human resources are directly influencing the organizational productivity. From the study on HRM activities in organized retailing, it is observed that all the three select retail companies have been actively engaged themselves in terms of man power planning and taking responsibilities over estimating manpower gaps. The comparative study on the acquisition of human resources for the three companies has shown that there is a significant difference in the perceptions of the employees with reference to acquisition of human resources in the three companies. The induction and training days in the organization has also shown that there is a significant difference in the three companies. The development programs in the company are not taken place which indicates that all the three companies are only focusing on the induction rather than continuous development programmes. Further, the appraisal process has also clearly revealed that almost all the companies are only focusing once in a year to make decisions on appraisal process and this is one of the key issues which is need to be considered. Further, the motivation process in the three select retail organization has clearly revealed that, only floor managers and senior executives are taking the responsibility. Hence, there is a need for extending this particular key HRM activity by all the categories of employees. It must be implemented as a collective activity for continuous motivation to the employees. The working conditions in all three select organized retail companies have shown satisfactory except for the case of 'More' retail company. The analysis on overall perceptions of the employees of three select retail companies have shown that, there is a significant difference in the opinions of the employees with reference to acquisition, development, motivation of human resources where as the results have shown that there is a similarity in the opinions with respect to maintenance of human resources. Hence, from the study it is to conclude that there is a significant difference in the HRM activities implemented in three select retail companies. Further, the field survey results are clearly showing that all the three companies have not given complete satisfaction to the employees with reference to core activities of HRM. There is still lot of unfilled areas of development by the three

retail companies especially in the area of induction, training, development, motivation and employee facilities. Effective concentration on these activities at micro level will brought out a great value to the productivity and satisfaction to the employees.

### **Conclusion**

Every organization has many resources which are necessary for the growth of the organization, though it is a fact that without employees these resources are nothing but a waste. Many studies have suggested that efficient and honest employees are the real assets of the organizations. Efficient employees are the one who are behind the success of any organizations. Employees are the one who with the help of resources work for the satisfaction of the customer and customer satisfaction is the main objective of any organization. Retail organizations must work for employees' development activities which will ultimately motivate the employees to work honestly for the organizations. Many retail organizations are working more for profit as comparison to employees' satisfaction though it is a fact that without profit, organizations can not survive but it is also a fact that without efficient and productive employees, any organizations cannot become successful.

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