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A Study of Attrition in Retail Organisations of Bangalore

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ABSTRACT

Over a period of time India has emerged as a global attraction for retail industry. Unfortunately due to rising employee costs and alarming attrition rates, the retail companies are now worried about losing business to upcoming countries like Philippines, China and South Africa. The Indian retail professionals are now days have become known for their *job hopping* habits. Employee turnover has always been a matter of concern for organizations. A large degree of employee turnover is highly detrimental to both the organization as well as the employees. How to reduce employee's turnover intention is a very pivotal challenge for today's HR managers. Pay better incentives and employee's motivational techniques have been useless and old practices of the human resource management. To analyze employee's turnover intention and its impact on organizational outcomes 50 questionnaires were distributed to the first and middle line employees in selected organized retail outlets in Bangalore. This is a qualitative research. The study was done through questionnaire. From the econometric analysis, it is found out that turnover intention has influence on attrition factors such as working environment, career growth, working hours, personal/family reasons, and relation with internal co-worker, welfare, working condition, and salary.

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Introduction

Human resources are evolving seasoned professionals to keep abreast of policies, procedures, compliance requirements, attrition and best practises. Employee turnover may be understood as the employee leaving the organization or profession voluntarily. It has been observed that voluntary turnover is an interdisciplinary and multidimensional construct. Various studies, over the years, have been conducted and different models have been proposed to explain turnover of employees. Different factors have been quoted in the models to reason out the quitting behaviour of employees. However, every model indicates one common factor—turnover intention—as the antecedent of actual turnover behaviour. This study aims to find out the factors determining the attrition in retail companies in bangalore. About Retail Industry in India Currently, India is the 5th largest retail market in the world. The Indian retail industry is divided into organised and unorganised sectors. Organised retailing refers to trading activities undertaken by licensed retailers, that is, those who are registered for sales tax, income tax, etc. These include the corporate backed hypermarkets and retail chains, and also the privately owned large retail businesses. Unorganised retailing, on the other hand, refers to the traditional formats of low-cost retailing, for example, the local kirana shops, owner manned general stores, paan / beedi shops, convenience stores, hand cart and pavement vendors, etc. India's retail industry accounts for 12 percent of its GDP and 10 percent of the employment to reach \$25 billion by 2017.

We attempted to study this topic using a questionnaire based survey completed by management level employees. Organizational image and reputation can be seen as reciprocal messages between the organization and the outsiders

(Whetten and Mackey, 2002). Job satisfaction is the second essential determinant of turnover cognitions in the models presented in the literature. Satisfaction is the positive (negative) evaluative judgement one makes about one's job or job situation (Weiss, 2002), While dissatisfaction can influence employee intention to quit, a positive evaluation or an appreciation an contribute to the intention to stay. As mentioned, the reason that satisfaction and commitment have received so much attention is that they have been found to predict turnover intentions (eg. Martin 1982), Francis-Felson et, al. 1996). A Meta analysis generally confirmed the findings of the two affirmative studies (Irvine and Evans 1995). International Journal of Business and Administration Research Review. Vol.I, Issue No.3, Jan-March 2014.out job factors such as routnization, autonomy, feedback, role conflict and role ambiguity had larger association although work overload has small association. The work environment factors, supervisory relationships, leadership, stress, advancement opportunity and participation had association of similar magnitude to those of the job factors. Job characteristics that were measured on uliti-item scale included role conflict (seashore et.al 1983), role ambiguity (Caplan et al, 1975), feedback received from others (Simset al, 1976) and quantitative work load (Quinn, et al. 1971. There were also six single-item job characteristic measures used: task control(Greenberg 1982), my work schedule meets my personal need, i feel physically safe at work, employees get the training they need to do their jobs, paperwork interfaces with providing care , able to do job independently of others. The latter five items were developed and pilot tested specifically for thus study. There were five work environment characteristics measured, task orientation, work pressure, task clarity, and innovation came from the modified

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versions of the work environment scale (Insel and moos 1974).

Factors for Attrition in Retail Industry There are some of the factors for attrition in retail industry from Articles, they are

1. Career Growth/ Better opportunity
2. Company culture
3. Salary/perk
4. Work atmosphere/ infrastructure
5. Relationship with superior
6. Freedom at work place/work
7. Work profile
8. Job security
9. Rewards and recognition
10. Stress / work pressure

For the purpose of study the following factors were identified after conducting interviews with industry experts. So based on these below factors the questionnaire been prepared and collected data.

1. Working condition
2. Salary
3. Welfare
4. Working hours
5. Relationship between internal customers
6. Career growth Personal/ family reason

Statement of Problem Skilled employees are hopping from job to job and taking with them the customer knowledge and technical expertise your company needs. Their salaries are increasing along with their perks, benefits and bonuses. This study is carried out to trace out the most influencing factor of attrition and the intention to attrition. Why do Employees Leave? In order to allow an organization to design and implement an effective retention strategy, it is important for senior and line management to understand the reasons that prompt high performers to leave and find alternative employment. When thinking about their job, employees feel one or more of the following: underpaid, unrecognised, undervalued, underwhelmed, unsatisfied work environment or overworked. According to Marcus Buckingham and Curt Coffman, "If employees don't get along with their managers, don't like them or don't respect them, they will leave a company despite a high salary or great benefits. A good manager, no matter the salary, will inspire loyalty." Good employees leave because they believe another company will treat them better, expect that they will get better working

Research Methodology

Hypothesis To find out impact of salary, welfare, safety on employee attrition in retail companies H1 : there is no significant difference between the employee turnover and attrition factor The research is considered to be a qualitative research.

The population of the organization where the research is conducted is 50. The element of the population is the first and middle line employees of the organization are taken under study. The method by which sampling units were selected is by simple random sampling. The data collection is primary data collection using a structured questionnaire.

data collected were analyzed using statistical tool available in the statistical package for social science (SPSS).

Analysis and Interpretation To find whether factors To find out impact of salary, welfare, safety on employee attrition in retail companies

Descriptive Statistics The descriptive statistics table provides summary statistics for continuous, numeric variables. Summary statistics include measures of central tendency such as mean. Since the items are ensured in a 5 point scale values and above 3 are acceptable

Independent variable	N	minimum	maximum	mean	Standard deviation
Working condition	50	2	5	3.52	0.703
salary	50	3	5	3.99	0.377
welfare	50	3	5	3.99	0.377
Relationship with managers	50	3	5	3.99	0.377
Relationship with co-workers	50	2	5	3.52	0.703
Career growth	50	2	5	3.52	0.703
learning	50	2	5	3.52	0.703
Empowerment	50	3	5	3.99	0.377

Findings

1. The first objective was to know the influence To find out impact of salary, welfare, safety on employee attrition in retail companies that lead to attrition. From the analysis it was found that impact of salary, welfare, safety on employee is high on attrition in retail companies and also it has influence on attrition factors such as QWE, career growth, working hours, personal/family reasons, relation with internal co – worker, welfare, working condition, and salary.

2. The second most influencing factor is working condition. From the analysis among 8 factors, salary and working condition are the most contributing factors towards the employee turnover . The interesting factor to be noticed here is that the majority of employees who look for career growth and thus attrition seems to be high in this category.

3. From the data it is found that working condition, salary, welfare, relationship with co-workers, career growth are major factor for employee turnover.

Conclusion

This research attempts to study some of the factors which may be the possible reasons for an employee to leave the organization. This research will help the organization or management to study further on those areas and come out with creative/innovative action plans to make the employees feel loyal, comfortable and interesting place to work.

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