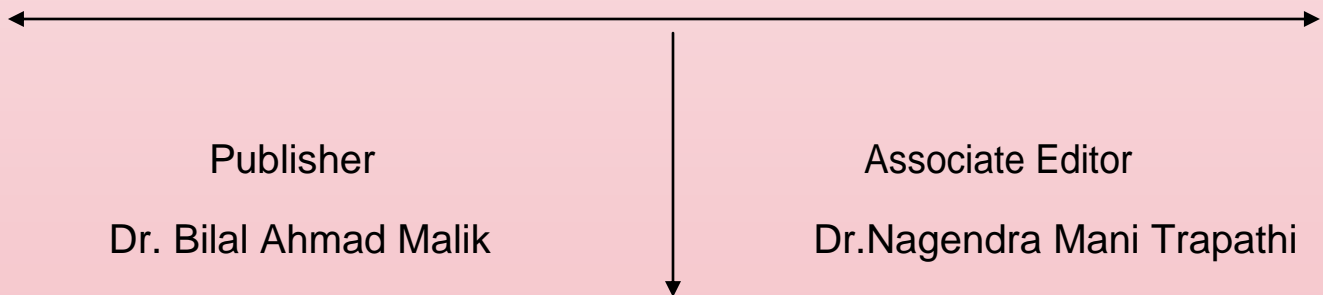


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THE BASIC ISSUE RELATED TO HRM IN RETAIL SECTOR IN INDIA

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ABSTRACT

Retailing industry has been present in India since ages, but it is only in the recent past that it has witnessed so much dynamism. In fact, retailing has witnessed drastic change in the last few years—from a poorly stacked kirana store in the by lane of residential areas, to an aesthetically decorated store with properly arranged goods, offering ambience and convenience. The organized retail growth in the country has been triggered by tremendous increase in consumer spending, which in turn is fuelled by the rise in the disposable income. The most predominant factors like changing age profile, increasing consumerism, the availability of cheap credit and changing attitude of the Indians have played a major role in the increase of consumer spending in emerging economies. The retail industry in India is contributing 10 per cent of the GDP and 8 per cent of the total employment. It is now popular at global level according to a report released by A.T. Kearny, which ranked India 5th in Global Retail Development Index and 3rd in Confidence Index in retail business. Human Resource Management is the process of acquiring, training, appraising and compensating employees, and attending to their labour relations, health and safety, and fairness concerns. We are all human beings. Invariably, all of us have six senses. Only with the sixth sense i.e., rationalization capacity, can we distinguish ourselves from all other living organisms. Every one of us is a culmination body, mind, heart and soul. The productive capacity and proportionate combination of these factors determine whether we are productive resources or unproductive resources. Indian retail sector also needs effective human resource management and better HR practices should be adopted and practiced. It will lead to productive, efficient and optimum use of man power – the appreciating asset of an organization. This Paper is focused upon the challenges that affect heavily the growth of Retail Industry.

Key Words: Consumerism, Organised Retailing, Reward Management, Retention

INTRODUCTION

In retailing competition has arrived in India in a large scale and subsequently the people working in retail are striving to become best in the job so that they can survive and last longer as compared to their peers. In this

endeavor they are going to any extent to achieve their objective or goal. The theory of job evaluation is limited only to a formality because in order to excel in their own field employees are adopting work-life learning in comparison to routine work life. Recruitment in retail sector has become a challenge since the opportunities are ample. Also if you go into deep the related aspects retention also is most difficult proposition.

Learning never stops in life, it is a continuous process and the moment the intensity of Learning decreases it is an indication that retirement is near. Work life learning is that the intensity remains constant only the pattern changes. Training programs are planned and implemented by the organization in retailing in order to face the varied quality of customers and in this process retaining has become a major obstacle. The basic issue in retail related to HRM is recruitment as well as retaining.

Human resource planning process is a step towards job excellence and simultaneously organizational excellence and in retailing it is important to use HRP. Organizational excellence is not a onetime process but it is a continuous and systematic process. To excel in their respective field organization must have employee's who can excel and go to any extent for success. In this process it is very important that the job these employee's are doing must be interesting and relevant to their qualification or expertise.

REVIEW OF LITERATURE

The overall aim of HR is to find the possibilities for adaptation for survival of organization with constantly changing scenario in an era of increasing competition. Building a world class organization is a long-term process and it would be highly impossible to see this dream without human resource.

Gary Deshler (2004) explained Human Resource Management that include:

- Conducting job analyses
- Planning labour
- Selecting job candidates
- Incentives and benefits
- Appraising performance
- Communicating
- Training

- Employee commitment

Kishori Lal (2009) explained that Gandhi's view about growth of employees and he believed organizations and institutions exist to promote personal development of the individual. The market system, the political system, religious institutions and the family were essentially institutional arrangements to further the purpose of human enrichment. Gandhi had a step-by-step method of thinking, the steps leading from bottom upwards. This is particularly true of his thinking on social organization and economic planning. One must begin with one's immediate neighbourhood, which is a face-to-face community, a village, let us say it is here that human problems, whether of poverty or sickness or lack of education, appear not as an abstraction but as something immediately felt and seen.

Katherine L. Hughes (1999) concluded that the supermarket industry hires youth, pays entry level workers around minimum wage, and does not require much in the way of skills. In contrast to fast food, however, many supermarket companies are interested in retaining these young people and providing them with further training so that they will become knowledgeable, long-term employees.

According to **Annette Bernhardt (1999)**, beyond the poor quality of most retail jobs, there is also the deeper question of opportunities for upward mobility. Workers who hold retail and other low-wage service jobs tend to be the least educated in the labor force and so depend on training for career mobility. Moreover, the industry has one of the fastest job hierarchies in the economy - sales and service occupations make up more than two-thirds of the jobs. Firms are also increasingly hiring young college graduates for managerial slots and bypassing workers with years of tenure. In this context, there is a severe constraint on upward mobility, no matter how talented or hardworking the individual. **Shishir Kumar (2006)** felt that, retailing as a career, was considered to be at bottom end of the social strata. Graduates from reputed universities did not want to work in retailing because of given wage levels and social status associated with a front line retail position.

Major Challenges Associated with Retailing Industry

Organized retailing is still in its nascent stage. HR practices in the Industry are at the rudimentary level. Recruitment is very simple i.e walk in interviews. The selection criteria is limited to personal interview only. The training programmes are just through on the job methods, as and when it is felt by the management. Training programmes are meant for improving the productivity on the job. Most of the employees are self-motivated. The



source of motivation is because of more learning opportunities and nature of the job. Salary is the least motivating factor for them. The wage level of the industry is at the minimum. The employees are made to work continuously for more than 10 hours a day with less salary. This is justified by the low skills required on the job and simplicity in the nature of work. Organized food and grocery retailing has a long way to go. Future days will see the implementation of more technology in the industry. To cope up with the changes, it will lead to increased skill level of the employees and also better HR practices.

Indian retail sector is facing series of serious challenges related to human resources like

- Recruitment and selection (Attracting and Peaking),
- Upgradation of skill through training and development
- Performance assessment,
- Promotion,
- Unattractive pay package,
- Work culture,
- Understaffing,
- Poor Productivity,
- Trade unionism,
- Collective bargaining,
- Poor degree of corporate governance,
- Ineffective man-management policies,
- Job security problem,
- Unsuitable working hours etc.

At this juncture, the proposed study will make efforts to identify challenges and pinpointing reasons thereof existing in the sector. The study outcome may be helpful in coping with the challenges in future.

OBJECTIVES OF THE STUDY

Our study would try to:

- Outline the emerging dimensions of Indian retail sector,
- Elaborate on HR practices in retail industry in Indian perspective,
- Identify Human Resource Challenges in Indian retail sector and suggests ways to overcome those challenges,
- Consider any other related problems.

IMPORTANCE OF STUDY

In any retail organization, the people who deal with the customers at a one to one level, are considered to be the face of the organization. Thus, people who work at the store level are important.

Availability of trained personnel and retaining the human resources is a major challenge for these food & grocery retailers. Given that experienced retail professionals in India are still a scarce commodity, and also the fact that they play a significant role in the entire retailing process of value creation and brand building. Only better HR practices can retain experienced personnel in the outlets. HR practices of organized Food & Grocery retailing are in a nascent stage. This empirical study makes an effort in studying the current HR practices prevailing in organized food and grocery retailing, which include recruiting, selection, training, motivation, compensation and evaluation.

Tapomey Deb (2006) described practices regarding Personnel and following are some the best HRM Practices:

- High Job Security
- High Wages
- Good Communication & strong respect for individuals
- Personal Development, such as training
- Reward and social relationship
- Performance reviewing and setting goals & objectives
- Role Description
- Good Manager with a good qualification & Vision

- Involvement in the business process.

This study will help to find out the ways to cope up with the challenges. It will lead to increased skill level of the employees and also better HR practices in Indian retail sector.

SUGGESTIVE MEASURES

From HR point of view it is very much important that wise selection and retention of recruited man power must be focused. In the highly competitive environment these area are the stressing one and cannot be considered lightly. Some of the suggestion mentioned here can be fruitful. These are:

- Wise Hiring Decisions
- Flexible Working Time or Schedule
- Reward Management

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