

HUMAN RESOURCE MANAGEMENT PRACTICES IN ORGANIZED RETAILING – A STUDY OF SELECT RETAILERS

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Abstract

Service sector has been driving India to a better position in terms of economy in comparison with Industrial and agriculture sectors. Under various service sector areas, the retailing sector has been continuously securing good position in terms of employment and as well as contribution to India's GDP. Retailing sector has been observing tremendous changes with the entry of organized retail companies. In the area of cut throat competition in organized retailing especially in 21st century, the need for effective Human resource Management practices (HRM practices) has been increasing rapidly. The present study is a research based study primarily focuses on analyzing the HRM practices and the employees' perceptions towards the satisfaction levels. Further, the study will bring a comparative analysis on the three select retail companies, i.e., Reliance Fresh, More and Spencers retail units in three select cities of India.

Key words: Acquisition, development, motivation, maintenance, Organized retailing.

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Introduction

Human beings are considered as the dynamic elements of management. The success of an organization depends hugely on the efforts of the human resources. Human resource is now recognized and utilized as the most valuable of all organizational assets. The resources of men, money, materials and machinery are collected, co-ordinated and utilized through people. According to L.F. Urwick, "business houses are made or broken in the long run not by markets or capital, patents or equipment but by men. "Of all the resources, manpower is the only resource which does not depreciate with the passage of time. The greatest strength of India is its rich abundant human resources. The prosperity of a nation or an organization depends on the proper development and utilization of its human resources, as all other resources can be generated by a well motivated human resource. Organizational growth, change and success ultimately depend on the actions of human resources.

Conceptual overview of human resource management activities

Human Resource management (HRM) is centralized on the 'people' in management. The term HRM has received huge importance in the modern business due to its influences on organizational productivity. HRM is considered as the philosophy, policies, procedures and practices relating to the management of people within organizations.

In the words of Michael J. Jucius, human resources as 'a whole consisting of inter-related, inter-dependent and interacting physiological, psychological and sociological and ethic components'. According to Leon C. Megginson, 'human resources are knowledge, skills, creative abilities, talents and aptitudes obtained in the population; whereas from the view point of the individual enterprise, they represent the total of the inherent abilities acquired knowledge and skills as exemplified in the talents and aptitude of its employees'.

According to K. Ashwathappa, "Human Resource management refers to a set of programmes, functions and activities designed and carried out in order to maximize both employees as well as organizational effectiveness." Edwin B. Flippo, has defined

human resources management as ‘the planning, organizing, directing and controlling of the procurement, development, compensation integration, maintenance and reproduction of human resources to the end that individual, organizational and societal objectives are accomplished.’”

Human Resource Management activities are broadly classified into four functions or categories. These include:

- a) Acquisition of human resources
- b) Development of human resources
- c) Motivation of human resources
- d) Maintenance of human resources

A) Acquisition of human resources

Acquisition process is mainly concerned with securing and employing the people possessing required kind and level of skills necessary to achieve the organisational objectives. The acquisition function begins with planning. It also covers other functions such as job analysis, human resource planning, recruitment, selection, placement, induction and internal mobility.

B) Development of human resources

Development process is concerned with improving, moulding and changing the skills, knowledge, creative ability, and aptitude and values of the employees. The development function of human resources concentrates on three dimensions which include employee training, management development and career development.

C) Motivating of human resources

The motivation function begins with the recognition that individuals are unique and that motivation techniques must reflect the needs of each individual. It is an area of management that deals with integrating people into work situation in a way that motivates them to work together productively, co-operatively and with economic, psychological and social satisfaction.

D) Maintenance of human resources

The maintenance process is concerned with providing those working conditions that

employees believe are necessary in order to maintain their commitment to the organisation. The objective of the maintenance function is to retain people who are performing at high levels.

HRM in organized retailing

Employment market in India is lacking for skilled manpower. The retailing industry is generating huge employment opportunities especially in the area of organized retailing. The requirement of man power in the cut throat competition in the retail industry is rapidly increasing in all the functional areas of retailing organizations. The HR needs are increasing to see the customers at the retail outlets and to motivate them indirectly for more buying. HRM activities play crucial role in many areas including placing the right person in the right job, starting new employees in the enterprises, training employees for jobs that are new to them, improving the job performance of each person, gaining creative co-operation and developing smooth working relationships, interpreting the company's policies and procedures, controlling labour costs, developing the abilities of each person, creating and maintaining department morale and protecting employees health and physical condition.

In retailing, human resources are needed for almost all aspects of activity – buying, inventory management, marketing, accounting, selling, training, packaging and dealing with customers. If not managed or coordinated effectively, adverse effects on all these functions will be noticeable. This will affect the firm's image, turnover and profits, and also reduce goodwill, which is important for maintaining and increasing the retailing firm's market share. HRM helps retailing to prove its ability, to stand efficiently before consumers, to create profitability, to provide better services, to help the economy to grow instantly, to improve the workforce and to be part of success of the organizations. Retailing Industry to day is in the challenging mode and whizzing 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. A glance of the profile of three select retail outlets for the present study is given below.

a) Reliance Fresh

Reliance Fresh is the convenience store format which forms part of the retail business of Reliance Industries of India which is headed by Mukesh Ambani. Reliance plans to invest in excess of Rs 25000 crores in the next 4 years in their retail division. The company already has in excess of 1000 Reliance Fresh outlets across the country. These stores sell fresh fruits and vegetables, staples, groceries, fresh juice, bars and dairy products. A typical Reliance Fresh store is approximately 3000-4000 square feet and caters to a catchment area of 2–3 km. The Reliance Group, founded by Dhirubhai H. Ambani (1932-2002), is India's largest private sector enterprise, with businesses in the energy and materials value chain. Group's annual revenues are in excess of US\$ 66 billion. The flagship company, Reliance Industries Limited, is a Fortune Global 500 company and is the largest private sector company in India.

b) More Retail

More is a retail unit of Aditya Birla Retail Limited. Aditya Birla Retail Limited is the retail arm of Aditya Birla Group, \$40 billion Corporation. The Company ventured into food and grocery retail sector in 2007 with the acquisition of a south based supermarket chain. Subsequently, Aditya Birla Retail Ltd. expanded its presence across the country under the brand "more." with 2 formats Supermarket & Hypermarket. Aditya Birla Retail Limited currently has employee strength of around 9,000 people. Key functions are headed by professionals with vast retail experience in India and globally. Quality & Value through own labels. Aditya Birla Retail Ltd provides customers a wide choice of products under its own labels. The objective is to provide quality products at attractive price points to customers. Since quality of the products is of prime importance,

stringent quality norms have been set and are followed.

c) Spencers' Retail

Spencer's Retail is one of India's fastest growing retail stores. Spencer's is based on the 'Food First' Format (it mainly offers fresh and packaged food). Many outlets though sport multiple formats for retailing food, apparel, fashion, electronics, lifestyle products, music and books. It is owned by the RPG Group, a major business house. Spencer's Retail Limited is a multi-format food-first retailer providing a wide range of quality products to discerning young customers - well-travelled citizens of the world, looking out for authentic flavors and experiences in a fun-filled shopping environment. Part of the Rs. 9,000 crore RP-SG Group, we run about 200 stores (including about 30 large format stores) across 45 cities in India, employing more than 7,000 people. As one of the earliest entrants in the retail space in India, it has been instrumental in introducing Indian consumers to the concept of organized retailing, becoming the country's first grocery chain back in 1920, and offering the joys of hypermarket shopping in 2001.

Need and importance of the study

In the present competitive scenario, the role of retailing is increasing rapidly with the entry of global players. Many Indian companies strongly keeping their aim on entering in retail industry. With increasing globalization, firms are entering a dynamic world of international business that is marked by liberalization of economic policies in a large number of emerging economies like India. To face the challenge of increasing competition that has resulted from liberalization, Indian organizations have initiated adoption of innovative human resource management practices both critically and constructively to foster creativity and innovation among employees. The huge opportunities in organized retailing encouraging the companies to enter in retail industry. The last 2 decades has witnessed the tremendous potential for organized retailing. Further, the increasing

challenge in employee retention, absenteeism, job rotation, and lengthy laborious hours of work place are creating the organizations to face the hurdle of retaining employees. And at the same time, the increasing entry of new entrants is also posing threats to maintain and preserve existing qualitative human resources. In view of these, the present study will thoroughly analyze the various human resource practices followed in select retail units in Hyderabad, Bangalore and Chennai.

Review of literature

Select references pertaining to the research paper on HRM practices in organized retailing is presented here.

McGuire et al. (2003) in their article titled “Examining the Matching Process – Human Resource Management and Competitive Strategies: A Study of the Irish Retail Sector” focused on how human resource management is linked to the competitive strategy of the firm. Further the paper focused on the competitive advantage in the retail sector. The authors concluded that the issue of competitive strategy and positioning is an extremely important issue within the service/retail sector. And also, the choice of competitive strategy has significant implications for the range of human resource practices available to the retail organizations. The study clearly identified that the cost boundedness of competitive strategies such as financial considerations would appear a significant factor in determining the overall approach taken towards human resource management in the retail sector. Sohail Ahmad et al. (2003) in his article titled “The impact of human resource management practices on operational performance: recognizing country and industry differences” made an attempt to generalize the efficacy of seven HRM practices proposed by Pfeffer in the context of country and industry, focusing primarily on the effects of these practices on operations.

Catherine Truss(2004) in the article titled “Who’s in the driving seat? Managing human resources in a franchise firm” has concentrated on the role of human resources with special

reference to retail franchise firm. The author has opined that the management of a franchise firm is ultimately depended on the functionality of human resources; hence effective human resources will help to achieving the goals of a franchise firm. Ashok Som(2006) in the paper titled “Bracing for MNC competition through innovative HRM practices: The way ahead for Indian firms” has concentrated on the emergence of Multinational companies in the organized retailing in India. Further, the paper has concentrated on the impact of MNC competition on Indian retail firms. The author has supported the need for innovative HRM practices by the Indian firms to tackle with the competition from Multi national companies. The author has concluded that unless the Indian firms implement innovative HRM practices, the MNCs will tap the market and this will become a huge threat to the future development of growth by the Indian retail firms.

Julia Merkel et al.(2006) in their published book on “Retailing in the 21st Century” focused on the new challenges in the retail human resource management. In this book the authors have provided the need for professional Human Resource Management in Retailing. The authors viewed that retailing is a major labour intensive industry sector. The authors further suggested that people are the driving force behind all transactions that occur in retailing outlets. And in the future world of retailing, there will be an increasing need to adapt and change towards a more formative and proactive style of HRM.

Chakraborty D.(2007) in the article titled ‘Indian Retail sector – HR challenges’ has critically examined the practices of human resources for the management of retail organizations. The article has analyzed the evolution and growth of Indian retail sector with special reference to organized retailing. The article has further focused on the emerging dimensions in retail sector with a special focus on HR challenges. Singh B.D. et al.(2008) in their study on HR challenges in Indian retail sector has revealed that rising retail industry in India is especially providing

great scope and challenges to the HR front. Further, the study evaluated that the growing industry requires many strong back up of Human Resources hence the HR department s must act pro-actively to attract, nurture and retaining trained manpower.’ B.B.Lakshete (2011) in the article titled “Human Resource Management in Retailing” studied on the scope of HRM in retailing sector. Further, the paper also focused on the challenges and usefulness of HRM in retailing. The paper concluded that HR challenges when taken care of by the organization are bound to make a difference to the organizational success.

Objectives of the study

The paper mainly focuses on core Human Resource Management activities implemented in select organized retail units. More specifically the paper concentrates on the following objectives.

1. To study the acquisition of human resources by select organized retail companies.
4. To analyze and examine the strategies adopted for the development of human resources in the organized retailing companies.

3. To examine the performance and maintenance of human resources in the organized retail companies.

4. To ascertain the problems and prospects in the implementation of human resource management activities by the organized retail companies.

Finally, the study provides research findings and suggestions on the basis of analysis.

Methodology of the study

The primary data is collected from a structured questionnaire from the sample respondents. The sample respondents include the employees of select retail organizations and the supervisors and HR managers of select retail organizations. While selecting a sample size of 360 respondents, convenience sampling method is applied. The secondary data is collected from the annual reports of select companies, internet, news papers, magazines and articles pertaining to the HRM activities in organized retailing.

Analysis of survey results

The detailed analysis on the various observations on the perceptions of the employees on the implementation of HRM practices in organized retailing is specified below.

i) Analysis on employees’ perception towards adequacy of man power

Table No.1: Employees perception towards adequacy of manpower in organizations

S.No.	Company Category	Adequacy of manpower In their respective organization		Total
		Yes	No	
1.	Reliance Fresh	98	22	120
2.	More	72	48	120
3.	Spencers	91	29	120
Total		261	99	360
Chi-square tabular value		5.99 at 2 d.f. and 5% level of significance		
Chi-square calculated value		15.99		

Source: field survey

The above statistics clearly revealing that majority of the employees from Reliance Fresh opined ‘yes’ which indicates that there is need for manpower in their respective organization. Majority of the employees from More retail and Spencers’ have also opined ‘yes’ which indicates that the two companies’

employees are keen for the need of manpower in their respective organizations. Chi-square test is applied to analyze is there any association between employees of three retail companies and their opinion on need for manpower. At 5% level and 2 degrees of freedom, the statistics has shown that the chi-

square value (calculated) is 15.03 which is more than the tabular value of 5.99. Hence, it is to conclude that there is an association

between the employees of three select retail companies and their opinion on need for manpower in their respective organizations.

ii) Employees perception towards responsibility about the estimation of manpower gaps

Table No.2: employees perception on responsibility about estimating manpower gaps

S.No.	Company Category	Responsibility about estimating Manpower gaps					Total
		Senior executive	Branch Manager	Supervisor	S.I	Others	
1.	Reliance Fresh	20	65	22	10	03	120
2.	More	10	82	20	4	04	120
3.	Spencers	11	79	12	8	10	120
Total		41	226	54	22	17	360

Source: field survey

Table No.2 shows the perceptions of employees towards the people who takes the responsibility in their organization for estimating manpower gaps. From the statistics on Reliance Fresh, it is observed that majority of the employees have opined branch manager as the responsible for estimating manpower gaps. For More and Spencers’ also, it is observed that Branch managers takes the primary responsibility for estimating manpower gaps.

3.	Spencers	89	31	120
Total		288	72	360
Chi-square tabular value		5.99 at 2 d.f. and 5% level of significance		
Chi-square calculated value		4.04		

Source: field survey

Table No. 3 shows the perceptions of employees with reference forecast requirements. Majority of the employees from all three retail companies have opined ‘yes’ which indicates that their company focus on the forecasting of requirement of man power in their respective organizations. Chi-square test is applied to analyze is there any association between employees of three select companies and their opinion on forecasting requirements. The test result shown non significant which means there is no association between employees of three select retail companies and their opinion on forecasting requirements for their respective organizations.

iii) Employee perception towards forecasting of requirements frequents

Table No.3: Employees perception on forecasting of requirements

S.No	Company Category	Perception on forecast Of requirements		Total
		Yes	No	
1.	Reliance Fresh	101	19	120
2.	More	98	22	120

iv) Employees’ perception towards induction training in retail companies

Table No.4: Employees perception induction & development programs

S.No	Company Category	Total No. of Induction / training days in the company	Development Programmes in the company	
			Yes	No
1.	Reliance Fresh	30	09	111
2.	More	15	11	109
3.	Spencers	30	12	108

Source: Field survey

From the table no. 4, it is clear that Both Reliance Fresh and Spencers are spending 30 days for induction training to the newly recruited employees, where as More is spending only 15 days for induction and training. Further, the development programmes for the existing employees, it is understood that majority of the employees who are working for these three companies have opined that they are not availing any development programmes in the work place. Hence, the results show that the retail companies are only focusing on the induction programmes rather than continuous development programs.

v) Employees’ perception towards appraisal process in the retail companies

Table No.5: Perceptions of employees towards appraisal process

Company Category	Perception towards appraisal process period					Total
	Once in a month	Quarterly	Half yearly	Yearly	Cannot specify	
Reliance Fresh	0	09	03	100	08	120
More	0	02	04	105	08	120
Spencers	0	03	05	100	12	120
Total	0	14	12	305	28	360

Source: field survey

From the table no.5, it is clear that all the three retail companies are not adopting appraisal process either in month or quarterly. Very few employees have opined that they have experienced appraisal process in half year. And further, it is observed that majority of the three companies employees, i.e., 83% of Reliance Fresh and Spencers employees and 87.5% of More retail companies employees

have opined that they have experience the appraisal process once in a year. Overall, from the survey, it is to conclude that majority of the retail companies are adopting appraisal process once in a year. And further only 7% of the all the sample respondents have opined that cannot specify about the appraisal process.

vi) Employees perception towards motivational process implemented in retail companies

Table No.6: Employees perception on initiators for motivation at workplace

Company Category	Initiators for motivation at work place					Total
	Branch Manager	Floor manager/ Supervisor	Peers	Senior executives	No source of motivation	
Reliance Fresh	02	61	15	40	02	120
More	08	15	08	52	37	120
Spencers	11	39	20	45	05	120
Total	21	115	43	137	44	360

Source: field survey

Table No.6 shows that there is a difference in the perceptions of the employees with

reference to the sources for motivation at work place. From the table, it is observed that

majority of the employees from Reliance Fresh, i.e., 50.8% of them have opined that floor managers take the responsibility for motivating the employees at work place. From More Retail Company, majority of the employees, i.e., 43% of them have opined that senior executives take the responsibility of motivating at the work place. From Spencers’ retail store, it is observed that both senior executives and Floor managers take the assignment of motivating the employees at

work place. From the table, it is understood that in Spencers’ retail store, all the categories of employees, i.e., senior executives, floor managers, peers and Branch managers are taking the responsibility in motivating the employees. One-way ANOVA is applied to analyze is there any significant difference in source people of motivation in the three retail companies. The test results are specified below.

Table No.7: ANOVA Test results

ANOVA of One-way Classification results						
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	3433.333	4	858.3333	4.29453	0.028056	3.47805
Within Groups	1998.667	10	199.8667			
Total	5432	14				

From table No.7 , it is observed that the calculated vale of F, i.e, 4.294 is greater than the tabular value. Hence, Null Hypothesis is rejected. So, the test results clearly specifying that there is a significant difference in the source people in motivating the employees at work place.

vii) Employees perceptions towards working conditions at work place

Analysis is made to understand the employees’ perceptions towards working conditions at work place. The factors including rest rooms, first aid, ventilation, rest hours, toilets and free environment among

Peers are considered and their overall satisfaction levels are adopted in 5 point rating scale. The summarized results are specified below.

Table No.8: Employees perception towards working conditions

Company category	Perceptions towards working conditions					Total
	Extremely Satisfied	Satisfied	Neutr	Dissatisfied	Extremely dissatisfied	
Reliance Fresh	10	63	19	20	08	120
More	06	37	10	52	15	120
Spencers	11	79	10	12	08	120
Total	27	179	39	84	31	360

Source: Field survey

From the results, it is to understand that, majority of the employees of Reliance Fresh have opined “satisfied” which indicates that they have satisfied from the working conditions of the work place. Majority of the employees of More have opined that they have dissatisfied with the working conditions.

From Spencers’ majority of the employees have opined that they are satisfied and this indicates that the employees are having satisfaction over the working conditions. One-way ANOVA is applied to analyze is there any significant difference in the employees’ perception towards working conditions, the test results are presented in table no.9

Table No.9: ANOVA test results

ANOVA of One-way classification test results						
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	5462.667	4	1365.667	7.205417	0.005344	3.47805
Within Groups	1895.333	10	189.5333			
Total	7358	14				

Source: field survey

From the table no.9, it is clear that calculated value of F, i.e., 7.2054 is greater than the tabular value of F, i.e., 3.4780 at 5% level of significance. Hence, the results shows that null hypothesis is rejected which means, there

is a significant difference in the perceptions of the employees of all the three companies in terms of satisfaction levels over working conditions.

vii) Employees perception on overall HRM activities in the retail companies

Table No.10: Employees overall perception on HRM activities

Company category	Satisfaction levels on HRM activities					Total
	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely dissatisfied	
ACQUISITION OF HUMAN RESOURCES						
Reliance Fresh	11	69	30	8	02	120
More	15	43	22	20	10	120
Spencers	20	59	25	19	07	120
Two-Way ANOVA results: At 5% level of significance, 2, 4 d.f. F-Cal for rows = 0.3208 (Tabular value for rows = 4.4589) F-Cal for columns = 18.6310 (Tabular value for columns = 3.8378) Conclusion: 1) H0 is accepted for rows There is no significant difference in the satisfaction levels of employees with reference to acquisition of human resources. 2) H0 is rejected for columns There is a significant difference in the opinions of the employees of three select retail companies.						
DEVELOPMENT OF HUMAN RESOURCES						
Reliance Fresh	11	79	10	12	08	120
More	12	28	30	20	10	120
Spencers	20	49	21	19	11	120
Two-Way ANOVA results: At 5% level of significance, 2, 4 d.f. F-Cal for rows = 0.1373 (Tabular value for rows = 4.4589) F-Cal for columns = 4.3915 (Tabular value for columns = 3.8378) Conclusion: 1) H0 is accepted for rows There is no significant difference in the satisfaction levels of employees with reference to development of human resources. 2) H0 is rejected for columns There is a significant difference in the opinions of the employees of three select retail companies						
MOTIVATING OF HUMAN RESOURCES						

Reliance Fresh	06	37	10	52	15	120
More	11	55	22	29	15	120
Spencers	16	55	24	15	10	120
Two-Way ANOVA results: At 5% level of significance, 2, 4 d.f. F-Cal for rows = 0.07136 (Tabular value for rows = 4.4589) F-Cal for columns = 5.5589 (Tabular value for columns = 3.8378) Conclusion: 1) H0 is accepted for rows There is no significant difference in the satisfaction levels of employees with reference to motivation of human resources. 2) H0 is rejected for columns There is a significant difference in the opinions of the employees of three select retail companies						
MAINTENANCE OF HUMAN RESOURCES						
Reliance Fresh	11	21	52	16	20	120
More	12	45	23	30	10	120
Spencers	18	52	20	12	08	120
Two-Way ANOVA results: At 5% level of significance, 2, 4 d.f. F-Cal for rows = 0.0372 (Tabular value for rows = 4.4589) F-Cal for columns = 2.3020 (Tabular value for columns = 3.8378) Conclusion: 1) H0 is accepted for rows There is no significant difference in the satisfaction levels of employees with reference to maintenance of human resources. 2) H0 is accepted for columns There is no significant difference in the opinions of the employees of three select retail companies						

Source: Field survey

Table No.10 shows detailed summarized results on overall perceptions of the employees of three select retail companies with reference to core HRM activities in organized retailing. With reference to Acquisition of human resources, majority of the employees of all three select retail companies, i.e., Reliance Fresh, More and Spencers have opined that they have satisfied with the acquisition of human resources by their respective companies. The dissatisfaction levels are very low to Reliance Fresh in comparison with other two retail companies. The test results revealed that there no significant difference in the perceptions towards acquisition of human resources but the results have shown that there is a significant difference in the opinion of employees of three select retail companies. With reference to development of human resources, majority of the employees of Reliance Fresh and Spencers’ have opined that they are satisfied with the company’s practices towards development of employees. Where

as, from More retail, the dissatisfaction level is comparatively higher than the satisfaction levels. Two-way ANOVA test results revealed that there is no significant difference in the satisfaction levels of employees with reference to development of human resources where as there is a significant difference in the opinion of the employees of three select retail companies.

The satisfaction levels of employees with reference to maintenance of human resources have shown that majority of the employees have opined neutral, where as majority of the employees of More and Spencers’ have opined that they are satisfied with the maintenance activities of companies. The ANOVA test results have shown that there is no significant difference in the satisfaction levels of employees with reference to maintenance of human resources and also, there is no significant difference in the opinions of the employees of three select retail companies.

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 them selves 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.

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