

A STUDY OF HRD PRACTICES IN SUPER MARKETS IN CHENNAI

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ABSTRACT

The changes in the market scenario have necessitated the Indian industry to look inward for the development of Human Resources (HR). If the Indian organizations are to develop and maintain their competitive edge, the potential value of the employees needs to be increased by enhancing and linking their skills and capabilities in tune with the contemporary requirements of the retail market. The employees are socialized into the organization first by way of recruitment and then through continuous functioning in the organization. Indian organized retailers to realize the need for efficient man power for to face the foreign player competition. The primary concern for organized retail is HR practices and the employee satisfaction. The present study will provide a clear picture on the effectiveness of HRD practices followed in supermarkets and its impact on employees in Chennai region.

Key words : *HRD practices, Retail Sector, Supermarkets, gender bias and Effectiveness.*

INTRODUCTION

Human resource management (HRM) practices are most effective when matched with strategic goals of organizations. HRM's role in the company's success is growing rapidly with the growth in many sectors in the present globalized era. HRM is a vital function in organizations and becoming more important than ever. The HRM practices are crucial in designing the structure for man power, staffing, performance appraisal, compensation, and training and development. The uniqueness of HR requires a totally different type of attention from management. The HR function has the characteristics that provide the greatest challenge as well as the opportunity. The HRM practices in service sector especially in the area of retailing have found significant importance in the present scenario. The retailing is one of the service sectors where the need of qualitative human resources is highly expected.

Retailing is an important element of business around the globe. Retailing consists of all activities that result in the offering for sale of merchandise to consumers for their own use. Retailing is the final step in bringing goods to consumer. They sell both goods and services. Retailing is the process of "Sale of goods or merchandise, from a fixed location such as a supermarkets, departmental store or kiosk, in small or individual lots for direct consumption by the purchaser.

OVERVIEW OF RETAIL INDUSTRY IN INDIA

The Indian retail industry is one of the fastest growing in the world. India is the fifth largest preferred retail destination globally. The country is among the highest in the world in terms of per capita retail store availability.

India's retail sector is experiencing exponential growth, with retail development taking place not just in major cities and metros, but also in Tier-II and Tier-III cities. Healthy economic growth, changing demographic profile, increasing disposable incomes, urbanisation, changing consumer tastes and preferences are the other factors driving growth in the organised retail market in India. The government has approved 51 per cent FDI in multi-brand retail and 100 per cent in single brand retail under the automatic route which is expected to give a boost to ease of doing business and Make in India, and plans to allow 100 per cent FDI in e-commerce. India will become a favourable market for fashion retailers on the back of a large young adult consumer base, increasing disposable incomes and relaxed FDI norms.

OVERVIEW OF SUPERMARKETS IN INDIA

The growth of Supermarkets of India in recent years has been quite heartening. With the economic liberalization and opening -up of Indian markets to foreign investments, the Indian economic growth was catapulted significantly. The Indian supermarkets mainly retail food items and household goods. The Supermarkets in India also offers other important items like garments, home furnishings, toiletries, consumer durables, electronics etc. Although, India still lags way behind in organized retailing as per international standards but recent trends show that the scope of growth of organized retailing is very high. Further, the number of individual retailers is around 12 million in India, which is highest in the world. The Indian Retail sector contributes around 10 - 11% to Gross Domestic Product, amounting to around US \$ 180 billion . The growth of the Indian supermarkets can be attributed to the rising of the Indian service sector. Today, a number of Indian business houses are diversifying in to the retail sector to capitalize on the tremendous growth opportunity.

RESEARCH OBJECTIVES

The main objective of this study is to analysis the human resource practices follow in the selected supermarkets. This study covers the employee satisfaction level on the various HR practices employed in the supermarkets. The study is also aimed at studying the various problems and challenges ahead for HR managers in the implementation of HR practices in selected supermarkets.

RESEARCH METHODOLOGY

The present research paper is an empirical one. The survey for the present research is conducted through primary data with the help of a questionnaire surveyed to employees of selected supermarkets. The sample taken for the study consisted of 100 which include daily wage workers and employees from the selected supermarkets situated in Chennai.

SAPLING DESIGN

The sample size consist of 100 respondents, from employees of supermarkets in chennai city .convenient sampling technique is used for the study. A convenient sample is a subset of a statistical population in which each member of the subset has being chosen according to the convenient of the researcher to collect the questionnaire

Review of literature in the context of Indian Research on HRD practices

Anupama Gupta (2010) described the challenges faced by Human resource manager in context of new economic scenario. This paper emphasized that these challenges should seriously taken care of. Main challenge is the shortage of skilled manpower. This paper examined the role of human resource department to tackle the problem. It was the duty of HR department to design a possible career path to retain talent. It was suggested that HR manager should be ready to handle the challenges, but the role of other stakeholders should also be included in order to ensure healthy survival of the organization.

Saini R.R. (2010) in his article —Human resource development in UCO Bank-A case study of Chandigarh Region. evaluates the Human Resources Development policies and practices. This study identified the process and problems in designing and implementing Human Resources Development Systems. This study was analytical in nature and consist a sample of 100 respondents to analyze their opinion about HRD Policies and Practices. The Important findings of this study were, qualification was the most important factor of recruitment at all level of managers and employees. It also concluded that problem solving 59 strategy of the organization was very effective because all appropriate method have been used to solve problems. Negotiation and Union involvement was the most prevalent used method to solve the problem. This study also observed that the managers were not aware sufficiently about the functioning of HRD Systems. Therefore a proper action plan to improve awareness, Motivation, & serious concern among managers about HRD should be implemented.

Kundu. Subhash C., Divya Malhan (2009) in their article on "HRM Practices in Insurance Companies: A Study of Indian and Multinational Companies" opined that Competitive advantage of a company can be generated from human resources (HR) and company performance is influenced by a set of effective HRM practices. The results of this study indicated that both multinational companies and Indian companies have to significantly improve their practices regarding performance appraisal, training and financial benefits, and hr planning and recruitment. Service sector is human resource intensive business. To gain competitive advantage, service organizations should emphasize on human resource management practices, as has been indicated in the results. A well-defined framework of human resource management practices benefits not only the organization but also the employee. HR policies of an organization benefit the employee by providing better opportunities for growth in terms of better compensation, benefits, training and development opportunities, and career management, in turn leading to job satisfaction and selffulfillment.

ANALYSIS AND DISCUSSION

The research survey is conducted in order to analyze the various Human Resource (HR) practices adopted in the selected supermarkets. For the purpose of studying the HR practices implemented and to evaluate, the following supermarkets are selected.

TABLE 1 - SUPERMARKETS SELECTED FOR THE STUDY

<i>S. No.</i>	<i>Name of the Supermarkets</i>	<i>Place</i>	<i>Sample Size</i>
1.	City Square	Egmore	20
2.	Thamara Super Mart	Sowcarpet	20
3.	Five Star Super	Egmore	20
4.	Value Mart	Egmore	20
5.	Madura Super Mart	Koyambedu	20
Total Sample Size			100

Source: Field Survey

From the above table indicate the sample size of supermarkets. Overall, 5 supermarkets are selected for the study. The samples selected from the supermarkets include the sales persons, supporting staff, teller employees and the executive and managerial level employees.

TABLE 2 -HUMAN RESOURCE PRACTICES IN SELECTED SUPERMARKETS

S. No.	HR Practices	Name of the Supermarkets				
		<i>City Square</i>	<i>Thamara Super Mart</i>	<i>Five Star Super</i>	<i>Value Mart</i>	<i>Madura Super Mart</i>
1.	Skills & abilities are fully utilized	71.26%	58.2%	71.26%	58.2%	38%
2.	Jobs help them acquire skills needed for other jobs in the company	65.12%	62.34%	65.12%	62.34%	45%
3.	Have more than one position available to them for promotion	42%	36%	42%	58%	59%
4.	Jobs are highly enriched	56%	76%	79%	38%	55%
5.	Performance appraisals are formalized	72%	74%	45%	65%	56%
6.	Performance appraisal results are used to determine compensation	44%	56%	62%	56%	68%
7.	Performance appraisals are used to identify their training needs	52%	55%	67%	71%	38%

Source: Field Survey

From the above table reveal opinions of the employees regarding different HR practices employed in the supermarkets, the following observations were made. From the above table 71.26% of the City Square Employees favored to the factor “percentage of employees whose skills & abilities are fully utilized”. For the second factor, 65.12% of the City Square and Five Star Super employees favored to the factor “percentage of employees whose jobs

help them acquire skills needed for other jobs in the company”. For the third factor, 59% of the employees of Madura Super Mart employees favored to the factor “percentage of employees who have more than one position available to them for promotion”. For the fourth factor, 79% of the employees of Five Star Super favored to the factor “percentage of employees whose jobs are highly enriched”. For the fifth factor, 72% of the employees of City Square and Madura Super Mart favored to the factor “percentage employees whose performance appraisals are formalized”. For the sixth factor, 68% of the employees of Madura Super Mart favored to the factor “percentage of employees whose performance appraisal results are used to determine compensation”. For the seventh factor, 71% of the employees of Value Mart favored to the factor “percentage of employees whose Performance appraisals are used to identify their training needs”.

TABLE 3 - MOTIVATIONAL ASPECTS ENCOURAGED THEIR PERFORMANCE

S. No.	Name of factor	Name of the Supermarkets				
		City Square	Thamara Super Mart	Five Star Super	Value Mart	Madura Super Mart
1.	Appraisal process	10%	15%	12%	10%	20%
2.	Positive work environment	8.5%	17%	16%	25%	19%
3.	Good team commitment	20%	22%	10%	10.45%	16%
4.	Healthy environment in the work flow	15%	15%	18%	10.25%	10%
5.	Incentive	25%	20%	28%	13.80%	16%
6.	Qualitative training and better scope for promotion	21.5	11%	16%	30.80%	19%

Source: Field Survey

From the above table, it indicates that, the employees of the Value Mart more to the factor “positive work environment” which is encouraging for better performance. The employees of Five Star Super have opinioned that ‘incentive factor encouraged for better performance. The employees of Value Mart have favored more to the fact “qualitative training and better scope for promotion encouraged for better performance”. The Thamara Super Mart employees have opinioned that the “healthy working environment to encourage for better performance”. The employees of Madura Super Mart have favored more to Appraisal process to encourage the employees do the better performance.

TABLE 4 - GENDER AND SATISFACTION LEVEL ON HR PRACTICES

Gender	Satisfied		Not satisfied		Neutral		Total	
	O	E	O	E	O	E	O	E
Male	14	21	36	31	12	10	62	69
Female	20	12	14	19	4	6	38	38
Total	34	34	50	50	16	16	100	100

Source: Field Survey

By applying chi - square test, the analysis was made to check the relationship between gender and satisfaction level on HRD practices in selected supermarkets.

Test of statistics $\chi^2 = \frac{(o-E)^2}{E}$

=9.2897

Calculated value is more than the table value. So the *null hypothesis was rejected*. Hence there is relationship in gender and satisfaction level on HRD practices.

FINDINGS & SUGGESTIONS

The human resource management practices are playing vital role for the development of any business or sector. The HR practices have anticipated dependence on the organized retailers. From the study it was found that, right from new hire to orientation period, there are many differences in the implementation of HR practices in the selected supermarkets. The satisfaction levels of various performance appraisal measures adopted in the selected supermarkets showed that the employees are not only favored to the incentive plan but also the healthy environment are playing vital role for their performance. Further, there is a relationship between gender and satisfaction level on HRD practices in selected supermarkets.

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