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Understanding Employee Attrition in Organised Retail: A Case Study from Bangalore

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Abstract

Employee attrition in organized retail business has become a considerable issue in operations, customer service and productivity carrier of an organization. This paper examines the major reasons which have led the employee turnover in the organized retail business in Bangalore based on secondary data analysis on 30 retail firms. The analysis depicts inadequate compensation, career progression blockades, work environment related issues and work-life imbalance as the major causes of attrition. Moreover, the success of the retention programs like attractive remuneration packages, career-enhancement schemes, better organizational culture and work-life balance schemes will be reviewed. The findings indicate that attrition rate is the highest in the early-stage employees showing the need of special retention efforts. The research can give practical recommendations to retail organizations to decrease employee turnover, to increase employee engagement, and to promote long-term stability of the workforce.

Keywords; Employee Attrition, Organized Retail, Retention Strategies, Career Growth, Compensation, Work-Life Balance, Employee Experience, Bangalore.

INTRODUCTION

Staff attrition has become one of the most important issues in the organized retailing especially in fast-growing cities such as Bangalore. India real estate market, especially the city which is referred to as India IT and commercial capital has seen massive growth in the number of organized retail stores whether multinational giants or large domestic retailers. Although this is leading to many jobs being available, it has also caused increased competition amongst employers in retaining their skilled employees. In effect, low retention ratios in the retail industry not only increase turnover-related costs of hiring, training, etc., but also derail the customer service, team dynamics and overall output of the organization. The key factors that lead to employee turnover, including lack of proper remuneration, lack of career advancement opportunities, and work-life imbalances, must be understood to be able to develop appropriate measures to counter them and achieve sustainable market expansion in the retail market industry.

Moreover, the organized retail market in Bangalore has peculiar stacking issues concerning the cosmopolitan nature of this city which is characterized by high cost of living, and dynamic labor market. The employees have several employment opportunities and retention strategies play a fundamental role in ensuring that there is a stable workforce. Past research has shown that financial rewards, career development initiatives and pleasant work conditions plays an important role of work in the context of satisfaction and retention of employees. This study will seek to look at the major causes of attrition, how successful are the various retention strategies, and how the customer experience has impacts on attrition rates within the organized retail sector in Bangalore. Through the insights that the study may offer, retail organizations can be helped to create specific interventions which can prevent high levels of attrition and thus improve employee engagement and performance.

LITERATURE REVIEW

Arora et al. (2021) A case study on the BPO industry in the city of Chennai revealed that it was under intense working conditions, excessive work hours, lack of options to progress and develop within the organization were the main cause of high attrition levels. The key message in their study is the fact that turnover in professional service industries resulted in the operational inefficiencies and recruitment expenditures and employee engagement and non-threatening organizational culture were crucial aspects of employee retention practices.

Bagchi (2020) viewed employee turnover in a retail store at Pune, and found that the compensation dissatisfaction, absence of career development program and poor work-life balance were the principal substantiating factors in determining the turnover. The paper found that highly effective retention interventions, which include pay based on incentives, training and reward programs, proved to be significant in lessening the departure of workers.

Bhatt (2023) analyzed attrition and turnover patterns in Indian organized retail industry and concluded that the industry is characterized by its vulnerability to attrition and turnover since it relies on the frontline sales employees and the highly competitive labor market. The results of the study show that particularly at a young age group employees were highly likely to be attracted to other opportunities leaving the job, so it was urgent to pay more attention to professional development, job satisfaction and career-path aspects in a retail organization.

Ganesha and Aithal (2020) examined the problems of organizing unorganized lifestyle retailers in India and indicated that attrition was compounded by poorly defined HR practices and work conditions. They stated that embracing generic outlines in areas of training, career management and employee incentivization can assist lifestyle retailers to switch unsystematically into a structured format that fewer turnover rates derive out of it.

RESEARCH METHODOLOGY

The research methodology applied employs the descriptive research design method to analyze the employee attrition rate in the organized retail business in India based in Bangalore where there is secondary data available in 30 retail companies. The data was obtained based on the research papers, industry surveys, and business records which were tabulated on the causes of attrition, the methods of retention, and experience-based turnover. Patterns and trends were analyzed using quantitative descriptive methods such as percentages, frequencies, and graphical depictions.

Research Design

The research design used in this study is descriptive in nature as it aims to examine the factors that affect attrition of employees in the organized retail sector. The method enables one to systematically gather, classify and analyze secondary data to recognize designs, trends and links amid the causes of loss of human power, retention methods and the experiences rates of workers.

Research Area

The study considers Bangalore city, the largest organized retailing center in India as well, which has a broad mix of work-force and fastest growing retail market. This research study looks at the employee attrition patterns and retention strategies within the retail organisations that are present in this metropolitan city.

Sample Size

The research would rely on secondary data using 30 retailing companies located in Bangalore as a sample. These organizations are large and mid-sized retailing institutions, which will offer representative data on employee turnover, retention policies and experience-based turnover rates.

Data Source

The secondary data was sourced through published market researches, industry reports, stay-level surveys and company documentation. This data will contain facts on reasons of employees leaving, the efficiency of their retention efforts, and rates of attrition of the employees at various levels of experience levels.

Data Collection Method

Relevant secondary data were extracted using systematic method of search in academic journals, industry white papers, government reports and online databases. The information was tabulated in categorical form such as the reasons behind data loss, retention measures and longevity-related attrition percentages.

Data Analysis Techniques

The statistics on the data gathered were computed through quantitative descriptive procedure Percentages and frequencies have been used to show the distribution of major reasons of attrition and effects of retention strategies. Comparative study of employees at different levels of experience was done in order to come up with trends. There are graphical displays (Figures 1,2,3) in order to visualize and interpret in a better way.

DATA ANALYSIS AND INTERPRETATION

Table 1 outlines the main causes of employee turnover in organized retail, and indicates the growing percentage of

employees who identified the various factors as a contributing reason for leaving the organization. These data show that low pay accounts for the highest, at 35%, and limited career advancement at (28%). Environmentally based issues have a rate of 22%, with work-life balance responsibilities accounting for 15% of employee voluntary turnover. Figure 1 represents the data provided by the table, in a graphical form to demonstrate the impact of in substantial relations attributed to rates of contribution across turnover.

Table 1 Key Causes of Employee Attrition in Organized Retail

Cause	Percentage of Employees Reporting
Inadequate Compensation	35%
Limited Career Growth	28%
Work Environment Issues	22%
Work-Life Imbalance	15%

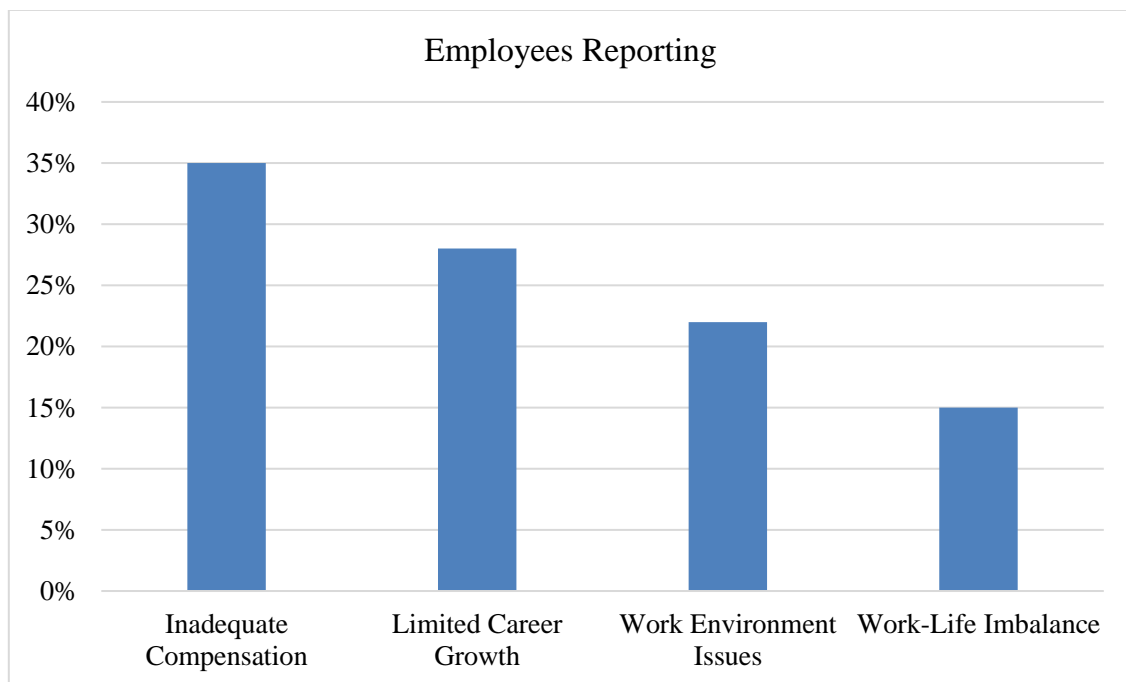


Figure 1 Graphical Representation of Key Causes of Employee Attrition in Organized Retail

Data indicates that employee turnover in organized retail is driven primarily by financial and career-oriented reasons. Companies that do not offer competitive salaries and clearly defined career paths are more likely to have higher turnover rates. Although work environment issues and work-life balance issues are less important than pay and career development, they are still important, and suggest the need to establish a culture of support, or find ways to keep workloads manageable. Retail firms need to ensure that their organizations address these issues to retain employees, and keep turnover costs down.

Table 2 demonstrates how effective some of the retention strategies were at decreasing employee turnover in organized retail. Having a competitive salary package is the most impactful way of reducing employee transactional turnover (15% reduction). Career development programs were the second highest influence at (12%), work

environment, or organizational culture (10% reduction), and finally, flexibility in the workplace, as it relates to work/life balance (8% reduction). Figure 2 summarizes the relative effectiveness of these retention strategies and shows the interventions that were most effective at retaining employees.

Table 2 Effectiveness of Retention Strategies in Reducing Employee Attrition

Retention Strategy	Reduction in Attrition (%)
Competitive Salary Packages	15%
Career Development Programs	12%
Improved Work Environment & Culture	10%
Work-Life Balance Initiatives	8%

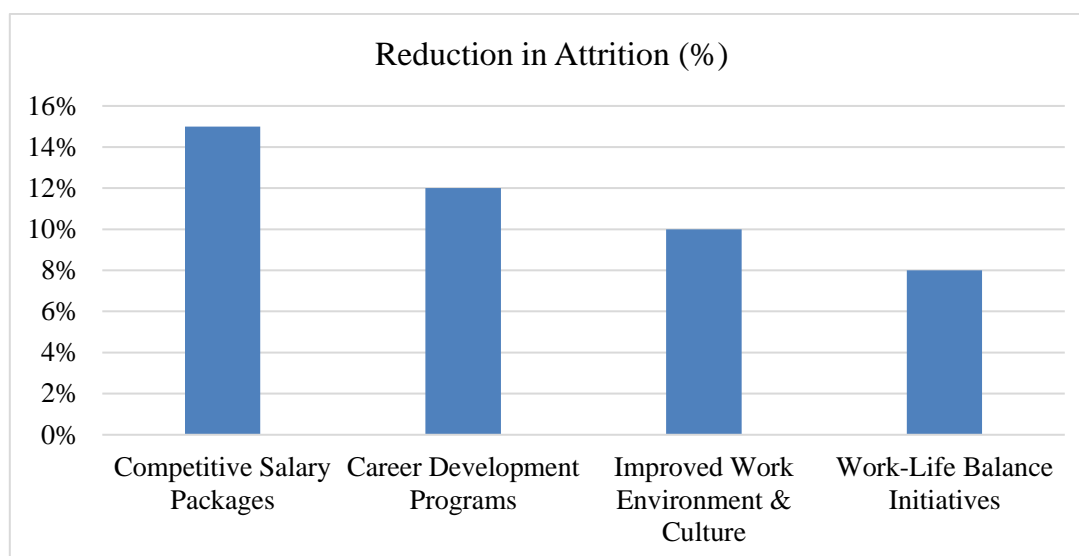


Figure 2 Graphical Representation of Effectiveness of Retention Strategies in Reducing Employee Attrition

The statistics show that financial bonuses and career development frames are the most efficient performers when it comes to decreasing the turnover across the company. They cannot do much when it comes to the positive work environment and work-life balance which also helps and translates to a lesser degree. This implies that retail organizations interested in boosting retention rates should focus on competitive pay, formal career development opportunities, and, at the same time, create a positive culture and a flexible work environment able to decrease the attrition rates to the bare minimum.

Table 3 shows the attrition rate in the organized retail industry by experience level. The highest level of attrition is for employees with less than one year experience at 45%,

followed by employees with experience of 1–3 years at 30%. Employees with 3–5 years of experience have the next lowest level of attrition at 20%, and employees with more than five years of experience had the lowest level of attrition at 10%. Figure 3 illustrates this relationship visually, by showing how attrition decreases as employee experience increases.

Table 3 Attrition Rate by Employee Experience Level

Experience Level	Average Annual Attrition (%)
Less than 1 year	45%
1–3 years	30%
3–5 years	20%
More than 5 years	10%

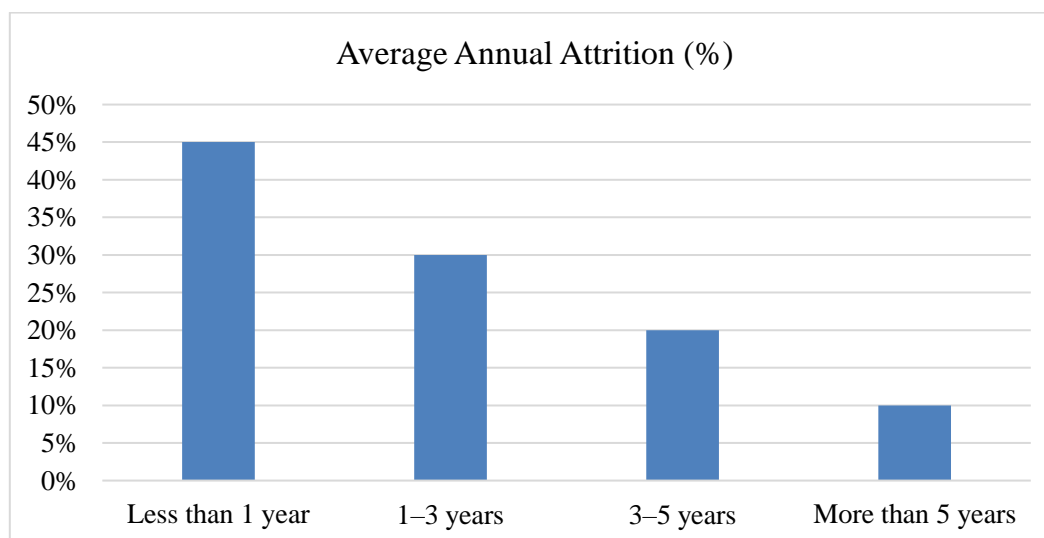


Figure 3 Graphical Representation of Attrition Rate by Employee Experience Level

The data show that attrition is highest for new and early-stage employees, which raises issues regarding onboarding, initial engagement, and adapting to the new environment. Once employees reach a level of experience and familiarity, the likelihood of leaving plummets. This shows the importance for retail organizations to focus on early-stage retention strategies, e.g. purposeful orientation programs; mentoring; employee engagement programs, simply to lessen high initial turnover and build long-term employees.

CONCLUSION

The research highlights how various interrelated factors lead to employee turnover in Bangalore's organized retail market, with inadequate financial compensation and limited career advancement identified as the primary causes. Work environment issues and work-life balance are contributing factors to turnover, especially for new employees who have less than one year of service, so while turnover among early career employees cannot be eliminated, effective retention mechanisms will employ human resource practices that address competitive compensation with an emphasis on career development programs, but also those that improve organizational culture and address the imbalance of work-life balance. In conclusion, the research highlights the need for retail organizations to develop context-specific retention strategies based on financial, career or environmental factors as well as focused interventions for new employees to enhance the stability of the workforce, productivity and ultimately the long-term success of the organization.

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