

*A comparative study of HR Practices in selected Retail
Organisations in Hyderabad*

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Abstract: *In this article Researcher examine the mean difference of HR practices that affect retail organisation performance at the floor level employees. As organisational performance is a multi-faceted and complicated concept, HR Practices like HRP-Human resource planning; RS-Recruitment and selection, TD-Training and development; EC- Employee compensation, CP-Career Planning, PM-Performance of employee, were used as leading factors between HR practices and retail organisational performance. The data were collected among the selected Retail units in Hyderabad: Reliance retail, Big bazaar, More super Market .D-Mart, Metro supermarket. Therefore, the challenges and prospects of HR practices in Retail organizations are critically analysed and discussed.*

Keywords: *HRP-Human resource planning; RS-Recruitment and selection, TD-Training and development; EC- Employee compensation, CP-Career Planning, PM-Performance of employee.*

I. INTRODUCTION

Human resources have been recognized as an indispensable input for the organizational effectiveness and efficient management. This resource has assumed a critical role to play in the performance and success of the organizations. The effectiveness of management depends upon optimum utilization of different listed resources such as men, money, material, machines, technology, etc. From the many factors above, Human Resource practices and employee behaviour is an important element because they can plan and arrange the work effectively towards the predetermined objectives. Human resources are not only an important factor of management but they also play an important role in executing different functions such as planning, organizing, staffing, directing, coordinating & controlling of employee behaviour.

1.1.1 HR Practices: Human resources practices are strategic in nature. They represent a vital guidance system that coordinates with the executive business plan. HR practices form the foundation supporting the way the company's human capital will operate on the behalf. For example, HR practices include formulating a method for measuring and analyzing the effects of a particular employee rewards program. Other examples include the creation of a program to reduce work-related injuries, and building a framework to ensure employment laws. HR practices are the means through which the human resources personnel can develop the leadership of organizations staff. This occurs through the practice of developing extensive training courses and motivational programs, such as devising systems to direct and assist management in performing on going performance appraisals. Human resources practices also include constructing avenues through which employees will have opportunities for advancement. For instance, the design of a mechanism enabling the regular promotion of employees offers an opportunity for the staff members to grow toward leadership positions.

1.1.2 HR activities: HR activities embody the directives set forth through HR practices. For example, the activity associated with the practice of providing consistent employee training would be the actual presentation of the information outlined by the training program. HR activity examples include engaging in taking competitive surveys to ensure the workers are fairly compensated and managing employee attendance and overtime. Further HR activity examples include recruitment, hiring and firing and the administration of health benefits.

II. LITERATURE REVIEW

Kun Qiaoa, Shaista Khiljib and Xiaoyun Wangc*-(2009)ⁱ More than two decades ago, Walton (1985) discussed a new model of HRM that was expected to elicit employee commitment and promote organizational performance. It seemed logical enough that HR practices that motivated employees to work harder also related to improvements in an organization's financial performance. Findings from his study indicate the relevance of HPWS and highlight the importance of contextual and contingency variables in this debate. Researcher conclude that adopting an employee-centered approach and selecting an appropriate methodology for incorporating employees' views is needed to revitalize the significance of the term human resource in strategic human resource management.

Karin Sandersa and Steve Frenkelb(2009)ⁱⁱ: organizations are concerned with developing HRM systems that contribute to employee performance. Organizations are responsible for HR typically come into two groups: HR managers, who are often responsible for HR strategy and policy, and line managers, who execute these policies. The interactions between these two groups of managers are therefore critical to the effectiveness of HR practice. Managers in these two categories are not homogeneous. They occupy senior and junior roles, and are themselves differentiated: HR managers may be generalists or specialists, and line managers occupy different functional positions. HR and line managers are also likely to have had different career experiences, and they may vary demographically.

Mohsin Nadeem (2010)ⁱⁱⁱ Role of Training in Determining the Employee Corporate Behaviour with Respect to Organizational Productivity: Developing and Proposing a Conceptual Model. In this research, the researchers have proposed a model which focuses on the impact of effectual corporate behaviour on organizational productivity. The researcher examined the relationship between key variables of corporate behaviour i.e. employee commitment, employee motivation and job satisfaction on organizational productivity with assistance of training. Previous literature and my research reveal a positive correlation between the effective corporate behaviour and productivity but with the aid of training and by controlling unobserved heterogeneity and potential endogeneity.

Owais Shafique (2012)^{iv} Recruitment in the 21st Century Strategic recruitment is of vital importance in recruitment planning now days. We also found the usefulness of Generation X approach in identifying the differences between the old generation and the young new Generation x and the different needs and attitudes of both the generations. This gives us an idea that the old recruitment practices might not be enough in today's competitive environment. The Rank and Yank approach shows just how intense the competition is in the corporate world today and the fact that this approach is so successful is astounding. Although the benefits of Internet recruiting exceed its drawbacks but even then we found that Internet recruiting is still more useful for computer related business sector. We would also conclude that despite all other recruitment testing methods Interviews still stand out as one of the best ways to identify and recruit the right person for the organization.

Phathara-on Wesarat (2014)^v A Review of Organizational and Individual Career Management: A Dual Perspective This paper views career management as a combination of both organizational career management (OCM) and individual career management (ICM). It highlights the important impact of career management on personal and organizational successes. It also emphasizes on the effective career management which fosters personal career growth and sustains organizational competitive advantages. At the personal level, the notion of career management brings forth the employee's capability to develop a career in the workplace. Likewise, it provides organizations with the ability to proactively respond to the rapidly changing organizational

environments. This paper differentiates between OCM and ICM that could lead to a clearer understanding of the two terms. The concept of career management is important to academics and practitioners who are involved in this area.

III. RESEARCH OBJECTIVE

To analyse the mean differences between HR Practices and Employee behaviour in selected Retail organizations.

IV. HYPOTHESIS

1.4.1. 1H0: There is no mean difference of Human resource planning with respect to selected retail units.

1.4.2H0: There are no mean difference of Recruitment and selection with respect to selected retail units.

1.4.3H0: There are no mean difference of Training and development with respect to selected retail units.

1.4.4H0: There is no mean difference of career planning with respect to selected retail units.

1.4.5H0: There is no mean difference of employee compensation with respect to selected retail units.

1.4.6H0: There is no mean difference of employee performance with respect to selected retail units.

V. RESEARCH METHODOLOGY

Selected Retail/Units:

1. Reliance Retail
2. Big Bazar
3. More Super Market
4. D-Mart Store
5. Metro Super Market

1.5.1 Universe/Sample size: The researcher has approached total 45 retail outlets in Hyderabad to collect the primary data. And surveyed 620 floor level retail employees in different retail organisations. The researcher has received 550 filled questionnaires from respondents. Further the cronbach's alpha test was applied on the primary data to check the reliability and internal consistency of the data. The Cronbach's alpha was found to be over 0.821 which is satisfactory for social research. It shows 523 questionnaires were valid for the data analysis across the selected retail units: 1. Reliance Retail 2. Big Bazaar 3. D-mart store in Hyderabad. One way ANOVA test was used to check the mean difference in the selected retail units.

1.5.1.0: Limitation of the study:

1. The study is limited to Retail Units in Hyderabad only. Its conditions cannot be applied to the whole retail store at national level.
2. The primary data have been collected through questionnaire from the selected Retail units in Hyderabad. So there are the possibilities of errors in the opinions of the respondents which apply to the present study;

1.5.1 Data analysis: ANOVA test of HR Practices among the selected retail units.

Table: 1.5.1: Test for mean difference of HR Practices among the selected retail units

		Descriptive							
		N	Mean	Std. Deviation	Std. Error	95% C.I for Mean		Min	Max
						Lower Bound	Upper Bound		
HRP	Reliance	124	4.2500	.95955	.08617	4.0794	4.4206	1.00	5.00
	Big Bazar	105	4.0286	1.09595	.10695	3.8165	4.2407	1.00	5.00

	More	105	3.4952	1.44198	.14072	3.2162	3.7743	1.00	5.00
	D-Mart	106	3.2925	1.57339	.15282	2.9894	3.5955	1.00	5.00
	Metro	83	3.7349	1.46574	.16089	3.4149	4.0550	1.00	5.00
	Total	523	3.7782	1.35491	.05925	3.6618	3.8946	1.00	5.00
RS	Reliance	124	3.9758	1.18571	.10648	3.7650	4.1866	1.00	5.00
	Big Bazar	105	3.7238	1.21287	.11836	3.4891	3.9585	1.00	5.00
	More	105	4.0000	1.40740	.13735	3.7276	4.2724	1.00	5.00
	D-Mart	106	3.6981	1.23574	.12003	3.4601	3.9361	1.00	5.00
	Metro	83	3.8193	1.35381	.14860	3.5237	4.1149	1.00	5.00
	Total	523	3.8489	1.27687	.05583	3.7393	3.9586	1.00	5.00
TD	Reliance	124	3.5081	1.38221	.12413	3.2624	3.7538	1.00	5.00
	Big Bazar	105	3.7905	1.29863	.12673	3.5392	4.0418	1.00	5.00
	More	105	3.6857	1.29581	.12646	3.4349	3.9365	1.00	5.00
	D-Mart	106	3.6887	1.30467	.12672	3.4374	3.9399	1.00	5.00
	Metro	83	3.2651	1.49049	.16360	2.9396	3.5905	1.00	5.00
	Total	523	3.5985	1.35731	.05935	3.4819	3.7151	1.00	5.00
CP	Reliance	124	3.4355	1.61417	.14496	3.1486	3.7224	1.00	5.00
	Big Bazar	105	3.8000	1.31851	.12867	3.5448	4.0552	1.00	5.00
	More	105	2.8095	1.38741	.13540	2.5410	3.0780	1.00	5.00
	D-Mart	106	3.7264	1.41780	.13771	3.4534	3.9995	1.00	5.00
	Metro	83	2.8434	1.48556	.16306	2.5190	3.1678	1.00	5.00
	Total	523	3.3480	1.50521	.06582	3.2187	3.4773	1.00	5.00
EC	Reliance	124	2.4677	1.27793	.11476	2.2406	2.6949	1.00	5.00
	Big Bazar	105	3.1048	1.34396	.13116	2.8447	3.3649	1.00	5.00
	More	105	2.4286	1.26990	.12393	2.1828	2.6743	1.00	5.00
	D-Mart	106	3.0000	1.33809	.12997	2.7423	3.2577	1.00	5.00
	Metro	83	2.4458	1.32750	.14571	2.1559	2.7357	1.00	5.00
	Total	523	2.6922	1.33867	.05854	2.5772	2.8072	1.00	5.00
PM	Reliance	124	3.1129	1.57320	.14128	2.8333	3.3926	1.00	5.00
	Big Bazar	105	4.0857	1.23346	.12037	3.8470	4.3244	1.00	5.00
	More	105	3.0571	1.59222	.15538	2.7490	3.3653	1.00	5.00
	D-Mart	106	4.0094	1.29832	.12610	3.7594	4.2595	1.00	5.00
	Metro	83	3.1928	1.67082	.18340	2.8279	3.5576	1.00	5.00
	Total	523	3.4914	1.54294	.06747	3.3589	3.6239	1.00	5.00

The above descriptive table describes the mean and std. Deviation of each organization along with std. Error.

Table: 1.5.2: ANOVA test of HR Practices among the selected retail units.

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
HRP	Between Groups	67.757	4	16.939	9.853	.000
	Within Groups	890.515	518	1.719		
	Total	958.272	522			
RS	Between Groups	8.520	4	2.130	1.310	.265
	Within Groups	842.547	518	1.627		
	Total	851.067	522			

TD	Between Groups	15.773	4	3.943	2.159	.072
	Within Groups	945.906	518	1.826		
	Total	961.679	522			
CP	Between Groups	89.161	4	22.290	10.559	.000
	Within Groups	1093.504	518	2.111		
	Total	1182.665	522			
EC	Between Groups	46.499	4	11.625	6.774	.000
	Within Groups	888.939	518	1.716		
	Total	935.438	522			
PM	Between Groups	110.500	4	27.625	12.639	.000
	Within Groups	1132.211	518	2.186		
	Total	1242.711	522			

VI. INFERENCE

From the above ANOVA table: 1.5.1: (HRP-Human Resource Planning), (CP-Career Planning), (EC-Employee compensation), and (PM-performance management), values are statistically significant (F-sig. Values are $0.000 < 0.05$), reject null hypotheses. It means that there is a mean difference of the Human Resource planning, Career planning, Employee compensation, and Employee performance are statistically significant with respect to selected retail organizations. It is found that the HR Practices of (HRP, CP, EC, and PM) have no difference in the all selected retail organization.

From the above ANOVA table 1.5.2: RS-Recruitment and selection and TD-Training and development, values are not statistically significant (F-sig. Values are > 0.05), no evidence to reject null hypotheses. It means that there is no mean differences among the HR Practices of RS-Recruitment and selection (F-sig. Values= $0.265 > 0.05$) and TD-Training and development (F-sig. Values= $0.072 > 0.05$) are not statistically significant with respect to type of organization. It is clear to understand that the selected retail unit's (RS- Recruitment selection process) and (TD-Training and development) process is not differ from selected retail organization.

Finding and suggestion:

Whereas HR Practices like **1. HRP-Human Resource Planning**:-identifying required skill and competencies, determine manpower needs in their respective department, maintaining adequate HR Inventory are not same in the selected retail organisation; that means there is significant mean difference in HR-Planning in selected retail organisation. From the above ANOVA Table: 1.5.2, F value is significant (F=9.853; $p=0.000 < 0.05$) it means the result of ANOVA indicate HR practice - Human resource planning is statically significant at 5% level of significance. **2. CP-Career Planning**:- manager and supervisors are helping to employees in career planning, growth opportunities are available for potential employees, organizations are providing financial help for higher education and skill development; facilities are not same in the selected organizations. It means there is mean difference in career panning of employees in selected retail organization. From the above ANOVA Table: 1.5.2, F value is significant (F=10.559; $p=0.000 < 0.05$) it means the result of ANOVA indicate that of HR practice – Career planning is statically significant at 5% level of significance. **3. EC-Employee compensation**:- Salaries payment, Festival bonus, Incentives payments are satisfactory, House rent allowances & Daily allowances are provided, Credit and loan facility is available to employees- are not same in the selected retail organizations. There is mean difference in the employee compensation practices in selected retail units. From the above ANOVA Table: 1.5.2, F value is significant (F=6.774; $p=0.000 < 0.05$) it means the result of ANOVA indicate that HR practice - Employee compensation is statically significant at 5% level of significance. **4. PM-performance management**:- Potential appraisal is helping to identify employee's strengths and weaknesses, Performance appraisal process helps in identifying the performers and non- performers, Performance Appraisal has strong influence on individual behaviour, Promotion with position hike enhances efficiency,

Promotion with salary hike enhances efficiency-are deferrer from each organisation. There is mean difference in the Performance of employees in selected retail employees. From the above ANOVA Table: 1.5.2, F value is significant ($F=12.639$; $p=0.000 < 0.05$) it means the result of ANOVA indicate that HR practices – performance management is statically significant at 5% level of significance. The selected retail unit's p-values are statistically significant (F-sig. Values are, $p=0.000 < 0.05$). It means the null hypothesis from: (1.4.1H0; 1.4.4H0; 1.4.5H0; 1.4.6H0) all are rejected in selected retail organization. There is a mean difference in HR practices & operation in the selected retail organizations.

***Finding:** From the above ANOVA Table: 1.5.2: The selected retail organization practising same methods/approaches in Recruitment and selection of an employee. Mostly all selected retail organizations are recruiting the candidate through employee references. The Training facilities are also not differing from one retail organization to another retail organization. The selected retail units have to give off the job-training and on-the job training to their employees in their organization, provide training material to employees. The selected retail unit's p-values are statistically not significant (F-sig. Values are > 0.05). It means accept the null hypothesis 1.4.2H0 & 1.4.3H0; the retail organization's HR practices in **1.Recruitment &selection:** ($F=1.310$; $p=0.265 > 0.05$) **2.Training and development process** ($F=2.159$; $p=0.072 > 0.05$) there is no mean difference across the selected retail units.

VII. CONCLUSION

From the above analysis there is mean difference in Practicing HR activities like Human resource planning, Career planning, Employee compensation, employee performance in selected retail units. Whereas Recruitment and selection, Training and development are HR activities are practicing similar in all the sleeted retail units.

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