Recruitment challenges and determinants of retention of retail employees at Westside store

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MBA in Human Resource Management

By

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Under the Supervision of

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Date: 29th April 2023

Examined by:

Seal of the School

COMPLETION CERTIFICATE

This is to certify that the internship report **"Recruitment challenges and determinants of retention of retail employees at Westside store"** is a bonafide work carried out by **Ms Mittal Manji Kataria** under my supervision/mentorship in partial fulfilment of the requirements for the award of the degree of **Masters in Business Administration** in the Discipline Human Resource Management at the Goa Business School Goa University.

Date: 29th April 2023

DR. Priyanka U. Naik

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Prof. Jyoti Pawar

Dean,

Goa Business School

School Stamp

Date: 29th April, 2023

Place: Goa University

DECLARATION BY STUDENT

I hereby declare that the data presented in this Internship report entitled, "Recruitment challenges and determinants of retention of retail employees at Westside store" is based on the results of investigations carried out by me in the Human Resource Management at the Goa Business School, Goa University under the Mentorship of Dr Priyanka U. Naik and the same has not been submitted elsewhere for the award of a degree or diploma by me. Further, I understand that Goa University or its authorities will be not be responsible for the correctness of observations / experimental or other findings given the dissertation.

I hereby authorize the University authorities to upload this dissertation on the dissertation repository or anywhere else as the UGC regulations demand and make it available to any one as needed.

Date: 29th April 2023

Place: Goa University

Ms. Mittal Kataria

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Management Studies

Goa Business School

Acknowledgement

I express my sincere thanks to **Mrs. Sheshali Kesarkar**, HR Manager for her guidance and support during my internship period. Her valuable insights and feedback has helped me gain an in-depth understanding of the industry, and I will forever remain grateful for the time and mentorship.

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I extend my sincere appreciation to **Caculo Group** for providing me with the opportunity to work as an intern. The skills and knowledge I have gained during my internship period will undoubtedly be useful in my future career endeavors.

I would like to express my heartfelt gratitude to my Mentor **Dr. Priyanka U. Naik** for their guidance and support. Without their mentorship I would not have been able to achieve this milestone.

Thank you,

Mittal Kataria

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ms. Mittal Manji Kataria** a student of Goa University, has successfully completed "**Internship Programme**" in HR Department from 01st March 2023 till 26th April 2023.

During the training period, she was found to be honest, hardworking and sincere in executing the duties entrusted on her.

We wish her all the very best for her future endeavors.

For Caculo Properties Pvt. Ltd

Sheshali Kesarkar
Corporate Manager – HR

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1. Profile of the company

CACULO was founded in 1910 by Late Shri Mahadev Sridora Bobo Caculo in Goa, with a vision to involve locals in the growth of the state. Initially dealing in construction and real estate, CACULO later diversified into trading, manufacturing, and dealership of automobiles. The fourth generation, led by Mr Manoj Caculo and Mr Suraj Caculo, expanded the business and ventured into international brand dealerships and retail, opening the first mall in Goa in 2011. It consists to multiple stores like Giordano, Max Fashion, Westside store, Level 3, Magsons supermarket, time zone and many more.

Caculo Group list

- Caculo Properties- Mall
- Caculo Hospitality- Spirit Pub, Terminal Banquet, Terminal Lounge, Food court
- Costal Honda showroom- Verna, Karaswada and Panjim
- Caculo Earthmovers- Verna and Karaswada
- Caculo Retail Westside- Margao
- Caculo Apparels- Panjim

Westside Store

Westside is a retail chain of stores in India that is owned and operated by the Tata Group. The Tata group is a major player in Indian retail industry with its subsidiary Trent established in 1998 started by Mrs Simmone N Tata which operates Westisde, Star Bazaar, Landmark, Zudio Lake Land. Westside stores offer a wide range of fashion apparel, footwear, accessories, and home décor products for men, women, and children. The company's products are known for their quality, style, and affordability and the brand has become popular among Indian

consumers. The first store of Westside was open in Caculo Mall in 2011 and later in 2016 the retail store of Westside was inaugurated at Margao.

2. Introduction

The retail industry is currently undergoing significant changes, such as the impact of COVID-19 and the digital transformation, which have created unique challenges for HR professionals. One of the most crucial challenges is retaining employees who are engaged and motivated. Employee retention involves implementing policies and practices that encourage employees to stay with the company for as long as possible. This is essential to maintain an efficient workforce and meet operational requirements. Employee satisfaction is a crucial factor in retention as it is a positive emotional response to a job situation, resulting from employees attaining what they desire and value from their work. However, HR departments must ensure that employee satisfaction does not result in mediocre employees staying in the company, leading to stagnation. Attracting and retaining workers has been a significant challenge for the retail industry, with the sector having the second-highest number of vacant positions. The disconnect in communication between HQ and front-line workers on the shop floor has been identified as a major factor contributing to employee disengagement and the high turnover rate in the industry.

3. Literature Review

Review on Labour market

Retail employment has increased over the past 30 years ((Cathy Hart, 2006)and is predicted to continue growing at a moderate rate of 2.5% per year Wilson et al., 2003). However, staff turnover is high at around 43%, which can hinder competitiveness and efficiency. Turnover is

mainly due to staff dissatisfaction caused by factors such as skills shortages and low job satisfaction. To improve turnover, raising skill levels could be helpful. The industry needs nearly half a million people in sales and customer service positions by 2012 to replace those leaving the industry. However, retail suffers from an image problem as a career choice for employees. The need for flexible staffing has led to an increase in part-time employment, attracting more female employees and students. The working population is generally aging, leading to a decrease in the number of available younger people for retail vacancies. Retailers may need to target different segments for recruitment, such as older workers, to compensate for the decline in school leaver workforce numbers.

Review on Causes of labour turnover

Labour turnover is influenced by various factors. Griffethet al. (2000) identified job dissatisfaction, lack of organizational commitment, comparison of alternatives, and intention to quit as key factors. Pay and performance were found to be related, with high performers leaving organizations when insufficiently rewarded. Kirshenbaum and Weisberg (2002) found that an employee's perception of their co-worker's intention to leave the organization could influence their own decision to leave. Taplin et al. (2003) identified low wages and poor organizational image as significant reasons for employees leaving. A positive relationship was established between an organization's image and employee satisfaction by Clardy (2005). An organization's ability to fulfil promises to employees and customers determines its reputation and ability to retain employees.

Review on Retention

According to Aminudin (2013), employee retention requires intrinsic motivation and rewards for improved performance. Retaining employees creates trust, promotes collaboration, and builds synergy among departments, resulting in reduced turnover and increased efficiency. To

achieve lower turnover rates and higher retention, it is important to identify and mitigate the reasons for job dissatisfaction, such as stress and emotional exhaustion (Mehta, Dhanker & Kurbetti, 2014). An effective retention policy starts with a strategic hiring process and includes actions like training, fostering a communicative culture, fair recruitment strategies, career development, employee support programs, and pay and benefit philosophies (Anitha & Begum, 2016). Retaining employees is more important than hiring, as the cost of replacing an employee is estimated to be twice their annual salary, and losing an employee can result in a loss of knowledge, customers, and past history (Irshad, 2012). To improve retention, it is important to provide career opportunities, a flexible work environment, and sufficient training and development practices (Sanjeev & Wei, 2012; Masadeh, 2012; Mehta, Dhanker & Kurbetti, 2014). Overall, employee retention is crucial for the success and survival of an organization (Johara, Yahya, & Tehseen, 2018). (Dev)

Review on Job satisfaction and turnover studies in the retail sector

 A number of studies have been conducted specifically in retail settings which reveal similar patterns to those in the general literature. For example, Arndt et al. (2006), (Tian-Foreman) Saks (2006) and Arnett et al. (2003) examined the relationship between job-related variables (for example, job satisfaction) and the turnover of salespeople and all concluded that job satisfaction had a negative and significant relationship with turnover intention. Furthermore, they found that increased years of service and employees' age were directly related to decreased propensity to quit retailing firms. Earlier studies by Lucas (1985) and Schulz et al. (1987) had revealed a direct correlation between job dissatisfaction and turnover intention among retail employees (McNeily and Goldsmith, 1991; Sager and Menon, 1994). Lucas et al. (1990) focused on the effect of Job satisfaction and turnover 359 tenure and satisfaction of sales agents on turnover intention and confirmed that there is a significant negative relationship between job satisfaction and turnover intention. It seems that turnover among retail employees in the

west is also strongly related to job satisfaction. Gamble (2006, p. 1463) points out that while the service sector has attracted increasing attention for HRM studies in China, "the retail sector has been neglected". Although a small number of studies of work-related outcomes can be found in the Chinese retail setting, studies of the relationship between job satisfaction and turnover are rare. One exception is Sin and Yau (1995), who used data from 295 Hong Kong life insurance company salespeople to test relationships among organisational variables, role stress variables, job satisfaction, and intention to leave. Their findings corroborate the negative association between job satisfaction and turnover intention. Other studies of the retail sector in China (Leung, 1997; Gamble, 2007; Choo and Bowley, 2007; Wang, 2007) did not examine employee turnover

4. Research Gaps and Questions

According to my knowledge and observation there is no survey done on employee satisfaction in Apparels since its inception and there is a need to conduct a survey to find out why attrition rate is high in retail industry and how HR can work to increase retention rate. The HR is always busy with recruitment process and receives very few candidates for the given posts in retail store like Westside in Caculo Mall.

Therefore this research will help to identify why attrition rate is high, how to retain staff by understanding their needs and satisfaction level in the Westside store.

Questions

- What challenges are faced by HR to recruit and retain staff in retail store?

- Why attrition rate is high in retail store?

- Are employees satisfied with their work in the store?

5. Project Objectives

The main aim of the study is to analyze HR challenges and examine level of job satisfaction among Westside Apparel employees. This satisfaction level will further help HR to rework on retaining employees.

- To find challenges faced by HR in hiring staff for retail stores

- To measure the satisfaction level of Westside store's employees

6. Project Methodology

➢ Research Methodology

The data needed for the study is collected from the employees, through questionnaire. Analysis and interpretation is done by using the statistical tools and data presented through tables and charts.

➢ Primary data

The research is conducted in descriptive study which includes distribution of questionnaires. Separate questionnaire given to three HR Executive of Westside store to find out about the challenges they face during recruitment process.

➢ Secondary data

Use of research papers and industry analysis through different sites will help to understand more on the above topic.

➢ Population Size

All the employees of Westside store in Caculo mall who have completed more than one month.

> Sample Size

Sample size is a part of target population, carefully selected to represent the population. Here in this research study the Sampling size is 36 respondents which includes Department Manager, Senior sales officer and sales associates.

7. Data Analysis and Discussion

7.1 Objective 1 - **To find challenges faced by HR in hiring staff for retail stores**

Q1. What are the primary recruitment challenges faced by the organization?

The HR Executive at Westside store have shared two main challenges they face in sourcing candidates for job vacancies. Firstly, they find it challenging to locate candidates who possess the minimum qualifications required for the job, as such candidates are not readily available on job portals. Secondly, to find candidates who have prior experience in the organized retail industry, which is still not well-developed. The candidates who do meet the required qualifications often face issues with the shift timings, which is from 12 pm to 9 pm, leading to a high rejection rate among female candidates. To address this issue, the company has started sourcing candidates from outside of Goa and providing them with accommodation.

Q2. What are the basic skills and qualification required by retail store employee?

According to the HR Executive at Westside store, the job profile for customer service doesn't require any specific education qualifications, as the necessary training like handling customers, product knowledge is provided by the company's trainers. Therefore, they aim to hire candidates with the minimum qualifications, which allows them to offer a minimum salary. This candidates tend to stay with the company for longer, as they don't have many better job options available. If a candidate has prior experience in the retail industry and meets the minimum qualification requirements, HR needs to offer them a slightly higher salary. Despite this, such candidates still expect a higher salary than the one offered.

Q3. What are the most effective recruitment strategies used by the organization?

The HR department at Westside store primarily relies on employee referrals to fill job vacancies. However, this approach has not been very effective as employees do not take it seriously, as there are no incentives provided for providing referrals. The second approach involves posting job ads on personal social media sites such as Facebook, Instagram, and WhatsApp. However, this method has limited reach as they are using their personal social media accounts. The third approach involves screening old walk-in resumes and matching them to current job vacancies. Another effective method is to visit other retail stores and inform their employees about the job vacancy and ask for referrals.

Q4. What is the average count of resignations received every month and at which level?

The HRs said that on an average they receive 5 resignation letters per month and all are from Sales associate level.

Q5. What is the average time taken to fill a job opening in the organization?

One of the HR Executive at Westside store mentioned that it takes around 10 to 12 days to find a suitable candidate for the sales associate position. However, the other two HR Executive reported that they are typically able to find a candidate for the same position within a week. When it comes to more senior positions, such as Department Manager or senior sales associate, all three HR Executive agreed that it takes longer - typically between 18 to 25 days - to find the right candidate, especially one with 8 or more years of relevant experience.

Q6. What is the cost of recruitment and how does it affect the budget?

According to all three HR Executive at Westside store, they do not invest any monetary resources in the recruitment process. The only investment made is in terms of their time spent on sourcing and screening candidates. They do not spend any money on traditional methods of recruitment, such as posting job advertisements in newspapers or offering incentives to employees for successful referrals.

Q7. What are the key factors that influence a candidate's decision to accept an offer from organization?

Two out of the three HR Executive at Westside store believe that the reputation of the organization, particularly the fact that it is a TATA owned brand, plays a significant part in a job seeker's decision to accept a job offer. On the other hand, one HR assistant highlighted that career development opportunities and job security are key factors that influence a candidate's decision to accept a job offer. In addition, providing good accommodation facilities for non-locals is another factor that can impact a candidate's decision to accept a job offer at Westside store.

Q8. How do you'll measure the success of the recruitment process?

According to all three HR Executive at Westside store, they actively monitor the time taken to fill a vacancy from the moment an employee submit their resignation till a new employee is hired. They also keep track of the number of candidates who have applied for a particular position and turned up for the scheduled interviews. One of the HR Executive mentioned that they also monitor employee turnover rates as a measure of the effectiveness of their recruitment process. Specifically, having fewer resignations every month is an indication of how well the recruitment process is working.

Q9. Is employee attrition a recognized concern for the organization?

All three HR Executive at Westside store agreed that high attrition is a significant concern for any organization, as it directly impacts sales due to a shortage of sales associates available to attend to customers during peak hours. Additionally, the HR Executive mentioned that high attrition rates can also impact their own workload, as they spend a significant amount of time sourcing candidates, conducting interviews, and handling exit and joining formalities.

Q10. What are the major reasons of attrition?

The major reasons for attrition at Westside was found by HRs that employees leave for minimal monetary benefits offered by others. Employees were also leaving because they got desk jobs as here they had to attend customers full time. Some have left for better convenient timings.

Q11. What steps does organization take to retain newly hired employees and reduce employee turnover?

The HR Executive at Westside store emphasized the importance of employee empowerment, as they believe that giving employees responsibilities and authority to make decisions makes them feel valued and important within the organization. To further engage employees and foster a positive work environment, they also conduct employee engagement activities. However, if an employee decides to leave the organization for a better opportunity elsewhere, the HR Executive do not attempt to retain the employee by providing additional benefits or a salary increment, as they have already invested in their training.

7.2 Objective 2 -To measure the satisfaction level of Westside store's employees

➢ Designation
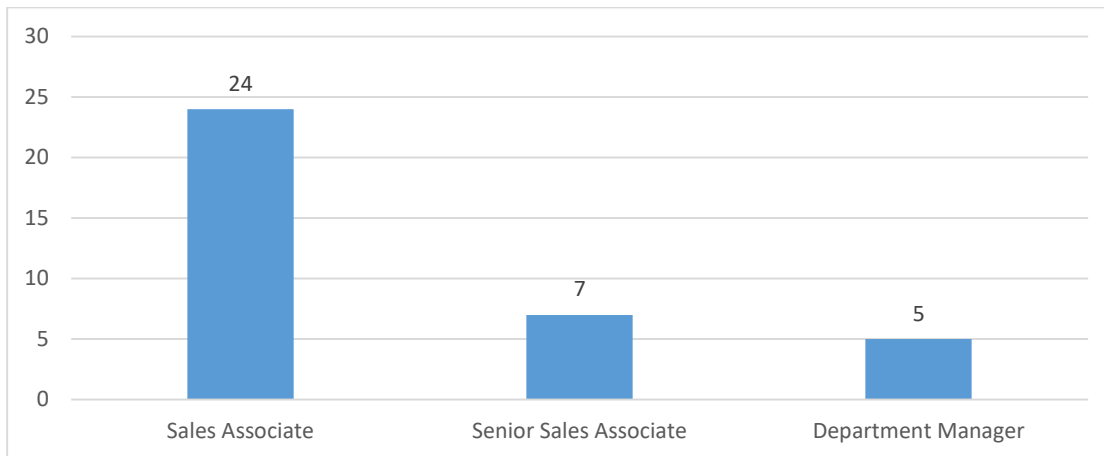
The total respondents were 36, out of which 24 employees are sales associates, 7 employees are senior sales associates and 5 are Department Managers. The sales associates are further distributed to different departments like kids section, men's wear, women's wear (ethnic and western), Home décor and makeup and accessories.

➢ Age
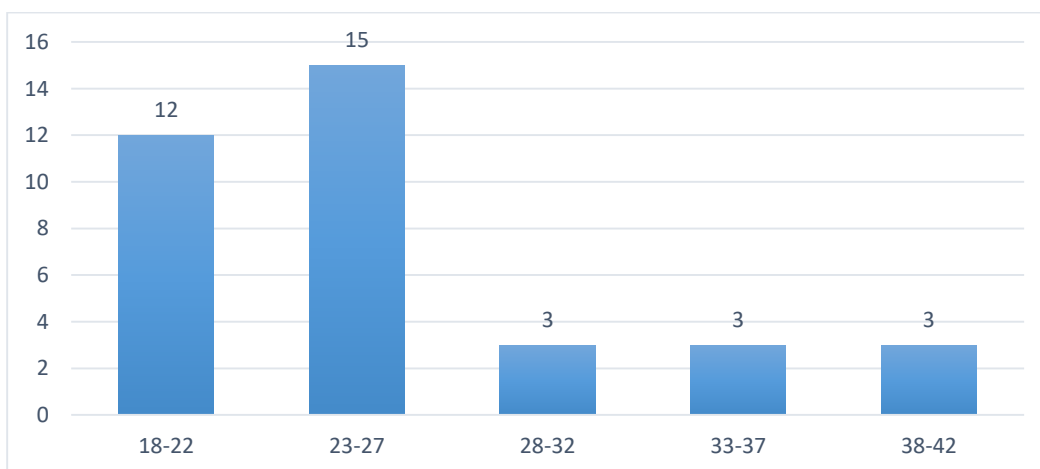
The data shows that 15 employees are from age group of 23 to 27, 12 from 18 to 22, 3 from 28 to 32, 3 from 33 to 37 and 3 from 38 to 42. This shows Westside have more youngsters from total age group of 18 to 27. Westside prefers youngsters for Sales associate job as it is full time standing and attending customer job. Department Managers and Senior Sales Associates are from age group 33 to 42. They are more experienced and are loyal employees working at Westside store since inception

➤ Date Of Joining
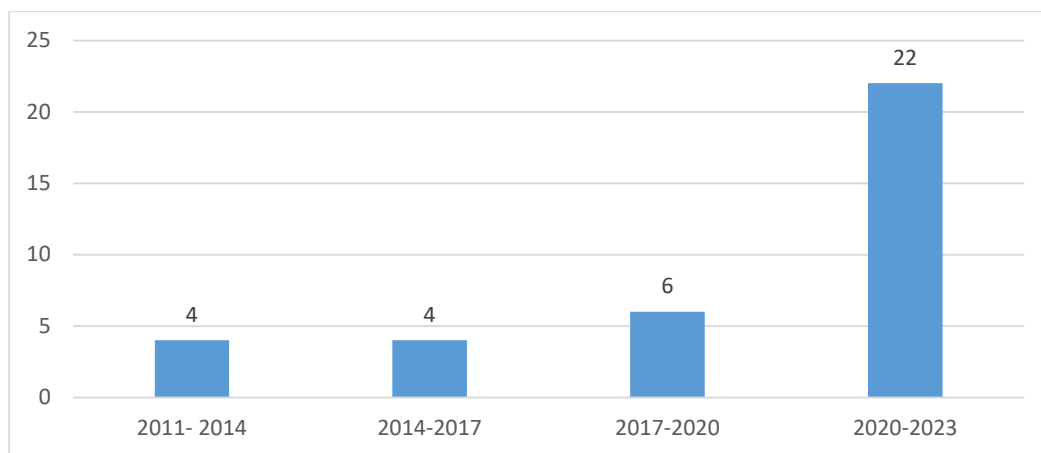
From the current 36 employees, 22 employees joined in 2020 to 2023 are Sales Associates and 1 Department Manager who joined in 2022, 6 employees who joined in 2017 to 2020 are Sales Associates who are still working in the Westside Store. In the 2014 to 2017, 2 Department Managers, 1 Senior Sales associate and 1 Sales associate joined. In the year 2011 to 2014, 2 Department Managers, 1 senior sales associate and 1 sales associate joined. This depicts that Department Managers and Senior Sales associates have been with Westside store for longer period whereas Sales associates are less likely to stay longer.

➢ Education Qualification
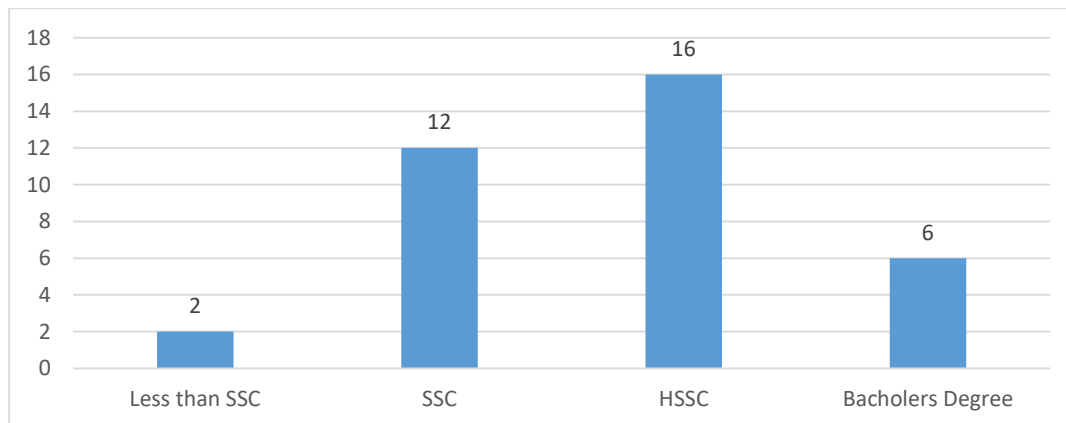
Out of 36 employees, employees who have studied till HSSC are 16 that are 12 sales associates, 2 senior sales associates and 2 Department Managers. Employees who have done SSC are 7 sales associates, 3 senior sales associates and 2 Department Manager. 6 employees with Bachelor's degree are 3 sales associates, 2 senior sales associates and 1 Department Manager. 2 employees with less than SSC qualification are sales associates.

The above data depicts that employees in Westside are primarily those who have completed SSC and HSSC. Mostly candidates who have done SSC and HSSC do not wish to pursue their studies further chose Retail as their career.

Q1.How satisfied are you with your current job?
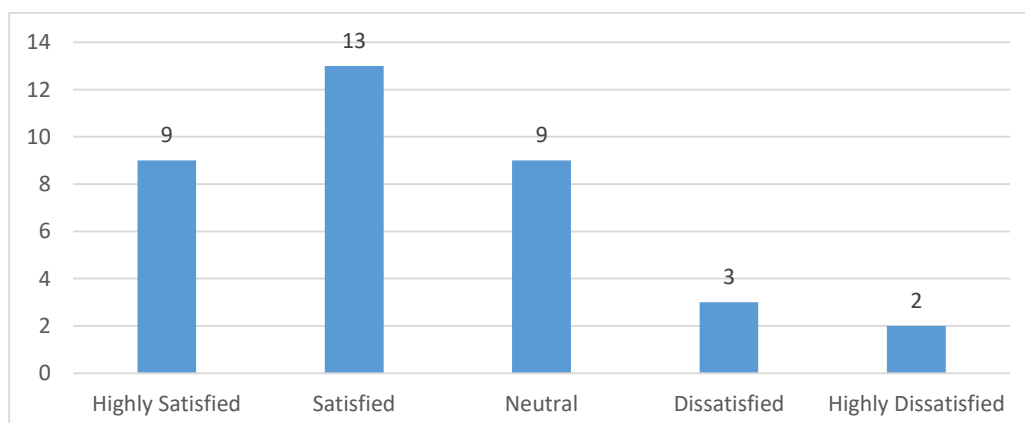
Out of a total of 36 responses received, approximately 36% (13 out of 36) of respondents reported being satisfied with their current job. Similarly, 25% (9 out of 36) reported being highly satisfied, while another 25% (9 out of 36) reported feeling neither satisfied nor dissatisfied. The remaining 6% (2 out of 36) of respondents reported being completely dissatisfied with their current job.

Q2. How satisfied are you with the communication system within the organization?
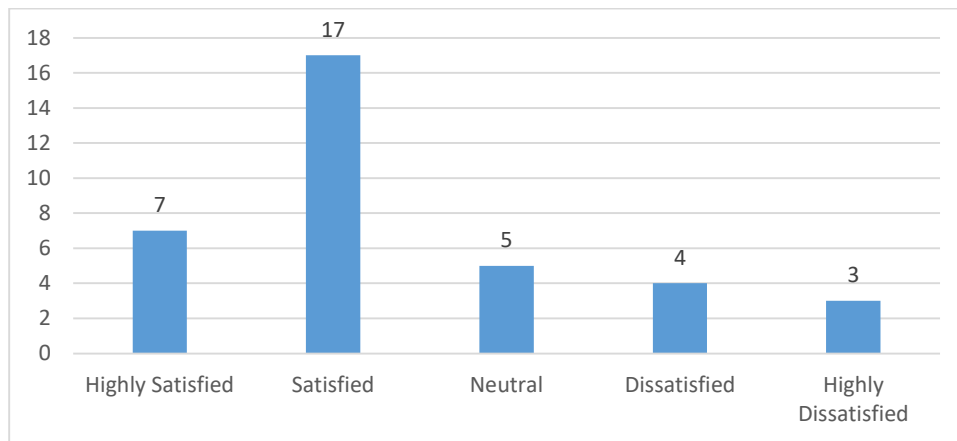

In a survey of 36 employees regarding the communication system in their organization, it was found that 17 employees expressed satisfaction with the current communication system. Additionally, 7 employees reported being highly satisfied with the communication system, while 5 employees were neutral in their opinion. On the other hand, 4 employees reported being dissatisfied with the communication system, and 3 employees were highly dissatisfied with it.

Q3.How satisfied are you with the recognition and rewards you receive for your work?
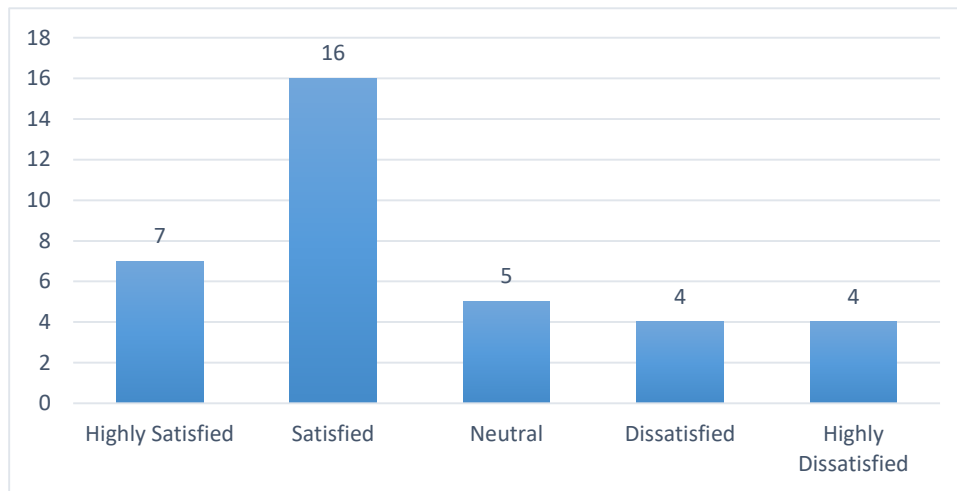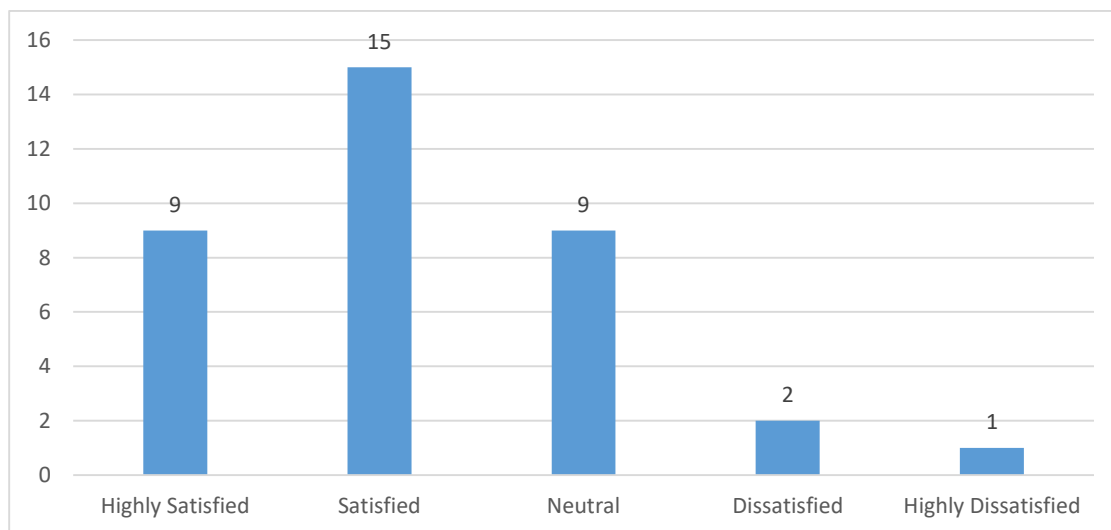

According to data collected from 36 employees, 16 individuals reported being just satisfied with the recognition and rewards provided by their organization. An additional 7 employees expressed being highly satisfied with the recognition and rewards they received, while 5 employees had a neutral stance on the matter. On the other hand, 4 employees reported being dissatisfied with the recognition and rewards offered to them, and 4 employees were found to be highly dissatisfied with the recognition and rewards provided by their organization.

Q4. How satisfied are you with the opportunities for career advancement within the organization?
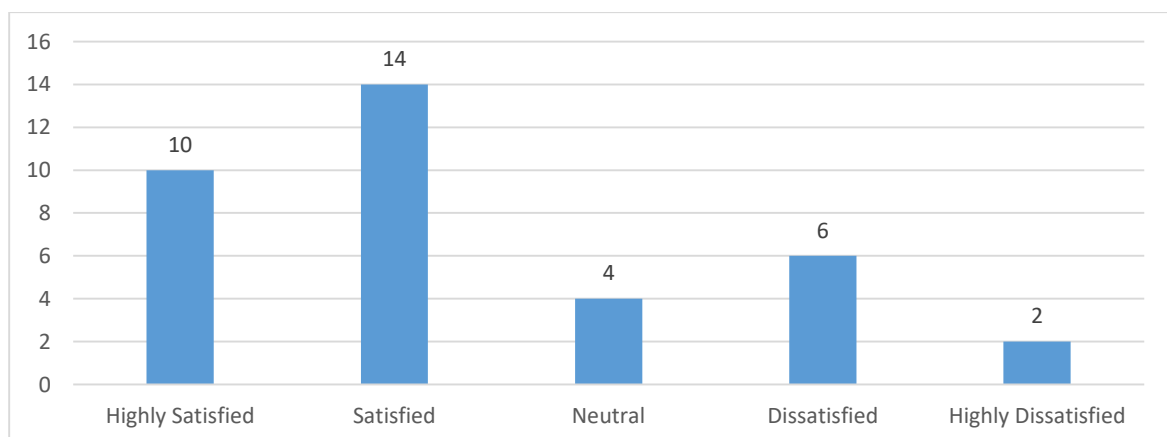
Out of the total of 36 employees, a majority of employees (24 out of 36, or 67%) expressed satisfaction with the career advancement opportunities offered within the organization, with 10 employees (28%) being highly satisfied. However, 8 employees (22%) expressed dissatisfaction with the career advancement opportunities offered, including 2 employees (6%) who were highly dissatisfied. The data suggests that a majority of employees are satisfied with the career advancement opportunities offered within the organization.

Q5. How satisfied are you with the overall work environment within the organization?

In a survey of 36 employees, it was found that 15 individuals reported being just satisfied with the working environment in their organization. An additional 9 employees expressed being highly satisfied with the working environment provided by the organization. Conversely, 2 employees reported being dissatisfied with the working environment, and only 1 employee was highly dissatisfied with the organization's working environment.

Q6. How satisfied are you with your salary structure?
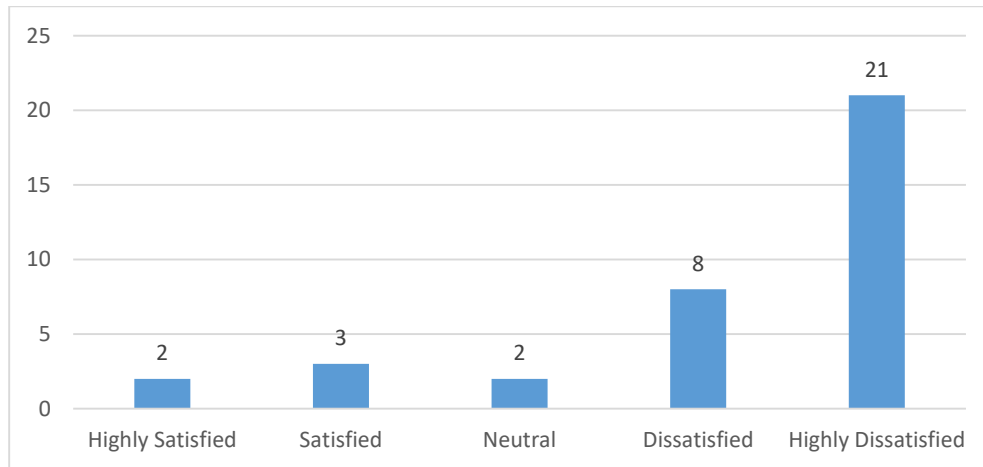
The data collected from 36 employees indicates that a majority of employees (29 out of 36, or 81%) are dissatisfied with the salary offered to them by the organization. This includes 21 employees (58%) who expressed complete dissatisfaction, and 8 employees (22%) who expressed some level of dissatisfaction. Only 3 employees (8%) were satisfied with their salary, with 2 employees (6%) being highly satisfied. Additionally, 2 employees (6%) were neutral in their opinion on their salary structure. These findings suggest that the organization may need to review and adjust their salary structure to address the concerns of the dissatisfied employees and to promote higher levels of employee satisfaction and retention.

Q7. How satisfied are you with the leave facilities offered here?
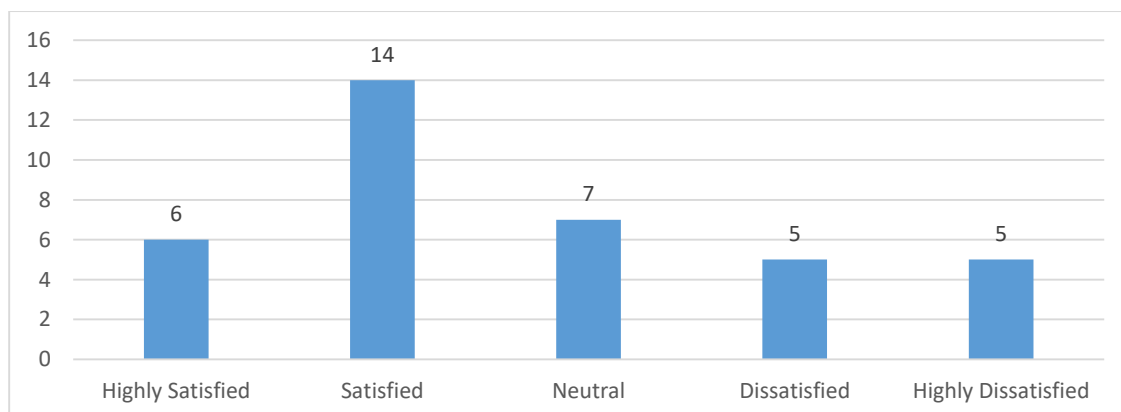
The given graph shows that 14 employees were satisfied with the leave facilities offered to them, 6 employees were highly satisfied with their leaves, other 6 were found to be neutral. On the other hand 5 employees were dissatisfied and other 5 were highly dissatisfied with the leave facilities offered to them by the organization. The data shows that the leave facility provided to employees are good and majority of the employees have shown their satisfaction.

Q8. How satisfied are you with the training and development opportunities provided by the company?
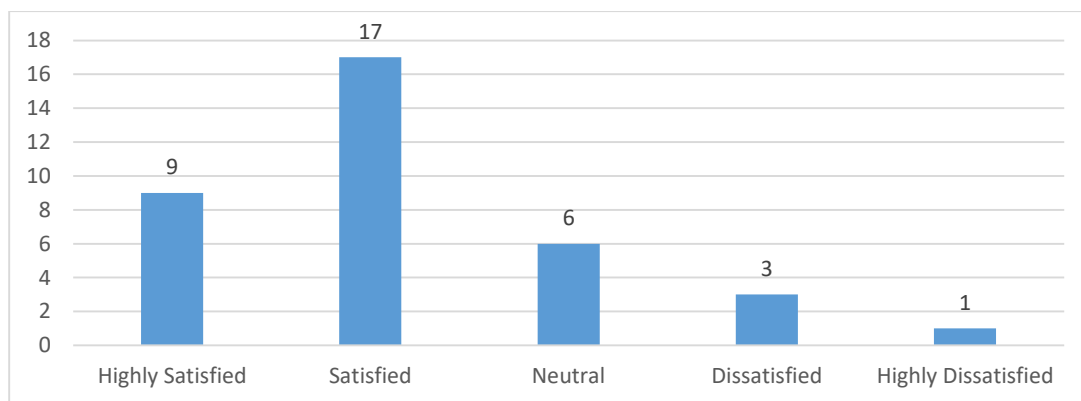
From the 36 responses collected, 17 were found satisfied with the training offered at Westside store, 9 employees were highly satisfied with the training, 6 were found to be neutral, 3 were dissatisfied and only 1 was found highly dissatisfied with the training and development.

The majority of employees are happy with the training provided to them and very few employees were dissatisfied with the training facility provided.

Q9. Are employees be granted the autonomy and accountability to take charge of their duties and make decisions?
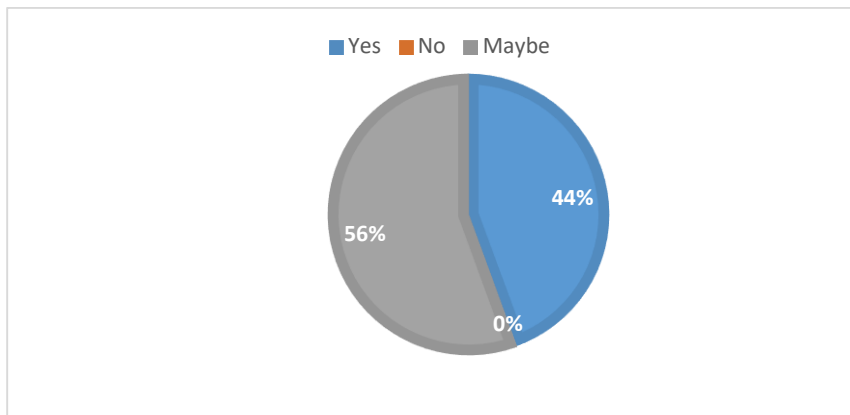
When employees were asked if they are given autonomy or accountability to take charge of their duties and make decision, out of 36 employees 20 employees were not sure if they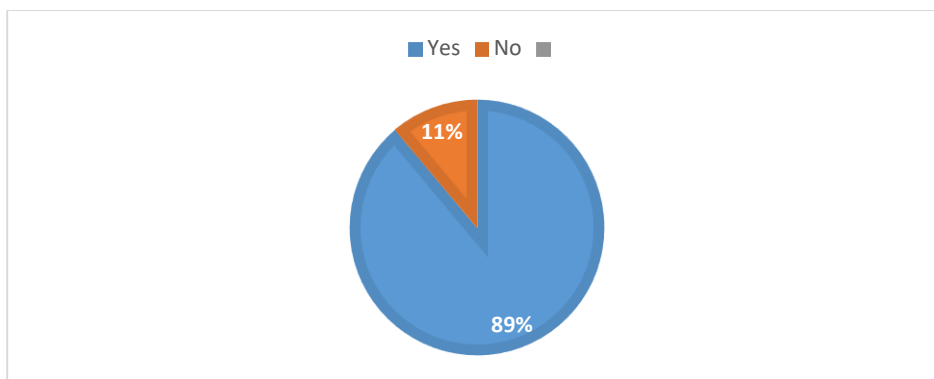 are actually given charge and authority to take decisions, 16 employees said yes that they have authority at work and 0 employees said no.

10. Is the working environment open and trustworthy?

Based on the data collected from 36 employees, a large majority of employees (32 out of 36, or 89%) find the working environment at Westside to be open and trustworthy. Only 4 employees (11%) expressed that they do not find the working environment to be open and trustworthy, the data suggests that Westside has been successful in creating a positive and trustworthy working environment for the majority of its employees.

Q11. Please rank the following factor that influences you to work in any organization.

Factors	1st	2nd	3rd	4th	5th	6th	7th	8th	9th
Salary	11	4	1	2	11	0	0	0	7
Job Security	24	9	1	0	0	1	0	1	0
Working Condition	12	15	4	1	2	0	2	0	2
Supervision	12	14	3	2	1	0	1	1	1
Benefits Offered	11	14	5	1	0	0	0	2	1
Recognition and rewards offered	12	10	5	3	0	3	1	0	2
Career Development	11	16	1	3	0	0	1	1	0
Loyalty towards company	19	11		0	0	2	1	0	3
Company's image in society	20	10	1	0	0	0	4	1	0

The above data collected from the employees to know about their preferences that will affect their decision to select the job-

For salary, out of 36 employees 11 employees voted for salary as their 1st preference and 7 voted it as 9th to influence their decision. 24 employees gave 1st preference to job security and 9 employees gave it as 2nd preference. 15 employees showed their preference for working condition 2nd and 12 employees gave it as 1st. Further 14 employees voted 2nd for the supervision they receive at work place and 12 employees voted it 1st. benefits offered by the organization was important for 14 employees and they voted 2nd preference for this and 11 voted as their 1st preference. Recognition and rewards were important to 12 employees therefore they voted it 1st and rest voted it in middle orders. Career growth was important to 11 employees who voted as their 1st preference and 16 voted it as 2nd. 19 employees believed loyalty towards company is important and voted it as their 1st preference and 11 voted it as their

2nd preference. For 20 employees company's image in society is important and therefore voted as their 1st preference and 10 voted as their 2nd preference.

Q12. How likely are you to look for a job outside the retail industry?
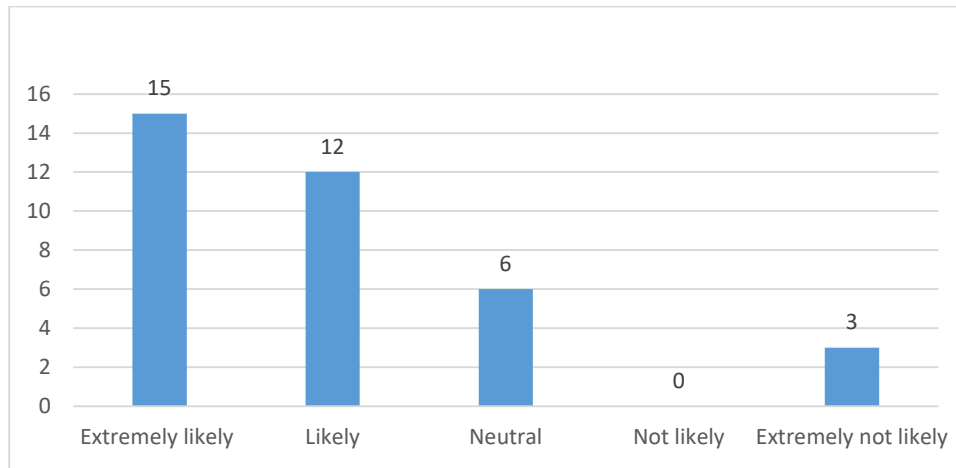
Out of the total of 36 employees, 27 employees (75%) are open to exploring job opportunities outside the retail industry, with 15 employees (42%) being extremely likely and 12 employees (33%) being likely. Only 3 employees (8%) expressed that they are not likely to consider job opportunities outside the retail industry. This indicates that a majority of the employees are open to new opportunities, with a significant proportion actively looking for job opportunities outside the retail industry.

Q13. How likely are you to recommend this organization to others as a great place to work?
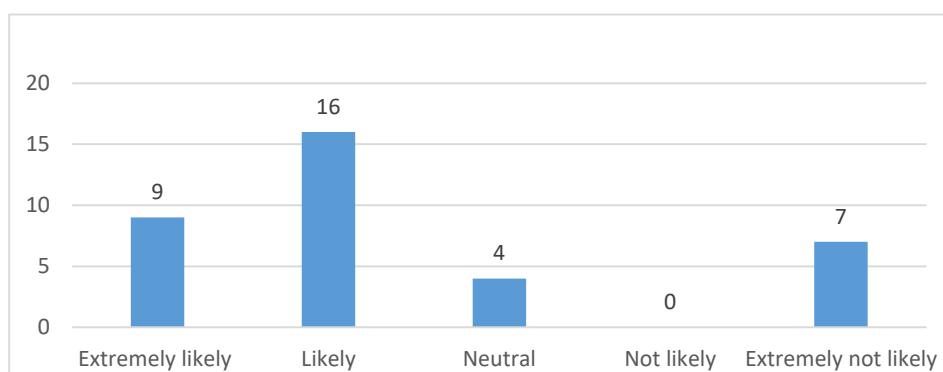
Out of the total of 36 employees, a significant proportion of employees (25 out of 36, or 70%) hold a positive view of the organization and are likely to recommend it as a great place to work. This includes 9 employees (25%) who are extremely likely to recommend it to others. On the other hand, 7 employees (19%) are extremely not likely to recommend the organization to others, indicating a smaller proportion of employees who are dissatisfied with the organization. The remaining 4 employees (11%) were neutral and did not express a strong opinion either way. Overall, a majority of employees have a positive view of the organization and would recommend it to others.

Q14. Any further suggestions you would like to give?
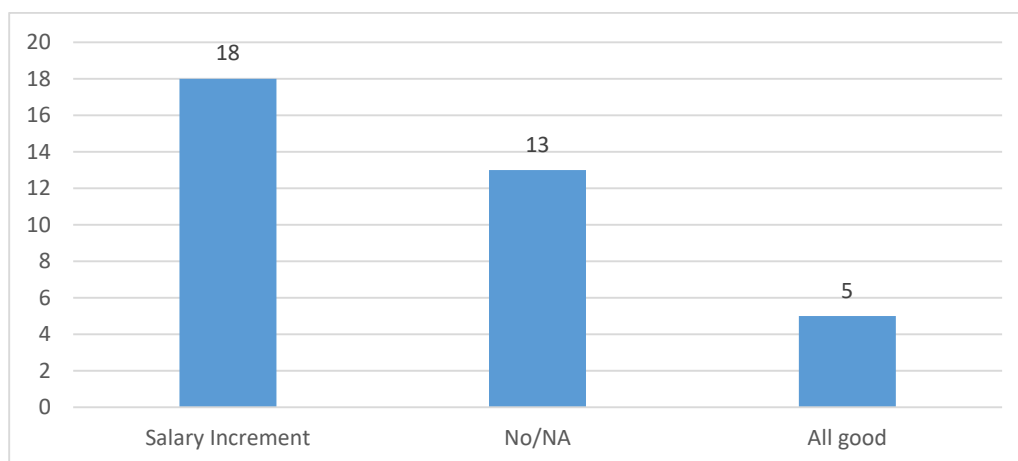
In a suggestion survey conducted among 36 employees, it was found that 18 individuals suggested a salary increment as they believed that they were being paid less than the retail market standards. Additionally, 13 employees did not have any comments or suggestions to put forward. On the other hand, 5 employees expressed their satisfaction with their current employment situation and stated that everything is good, indicating their contentment with their work environment.

8. Project Findings and Conclusion

8.1 Objective 1

To find challenges faced by HR in hiring staff for retail stores

- The HR Executive at Westside store have shared their recruitment challenges, such as finding candidates who possess the minimum qualifications and prior experience in the retail industry, and also have to deal with the high rejection rate among female candidates.

- They rely on employee referrals, social media job ads, screening old walk-in resumes, and visiting other retail stores to inform their employees about the job vacancy and ask for referrals.

- The average count of resignations received every month is 5 and all are from the Sales associate level. It takes around 10 to 25 days to find the right candidate for different positions which is too long.

- The cost of recruitment is limited to the HR's time spent on sourcing and screening candidates.

- Reputation, career development opportunities, job security, and providing good accommodation facilities for non-locals are key factors that influence a candidate's decision to accept a job offer.

- Employee attrition is a significant concern for any organization, as it impacts sales due to a shortage of sales associates, and high attrition rates can also impact HR workload.

- The major reasons for attrition are minimal monetary benefits offered by others, getting desk jobs, and better convenient timings.

Conclusion

The study on HR challenges in recruiting employees at Westside showed that HRs are finding difficult to reach out to the candidates who are in search of a job and are not willing to continue their education further after SSC or HSSC. As this group of candidates are not available on any job portals. Therefore HR needs to put more efforts like constantly asking employees for referrals, visiting other retail stores for referrals, posting job advertisements on social media. Here HRs use their personal social media accounts as organization doesn't have any official account and for this reason they cannot attract to maximum candidates.

One major concern is that they are not willing to invest in recruitment process which makes hiring process lengthy and difficult. This further affects HRs overall work.

To measure the satisfaction level of Westside store's employees

According to the available data, till now Westside is able to retain 14 employees who have completed two plus years of service at the organization, out of which six employees have been working for more than six years and are currently at senior sales officer and Department Manager levels. These employees possess a qualification of SSC.

33% employees from age group 18 to 22 who have completed their SSC and HSSC studies and are not willing to continue their education further.

The data also indicates that a significant percentage (95%) of employees are dissatisfied with their current salary structure and feel that they are being paid below market standards. This sentiment is particularly strong among sales associates who have expressed their dissatisfaction with the current job but with that they have shown high satisfaction level to overall work environment.

Job security and salary are the two main factors that motivate employees to join and stay in an organization. In the case of this organization, being a TATA owned company has influenced many employees to join and gain experience. This shows company image in society also plays a major role for candidate to take decision.

However, despite the brand association, 75% of the employees are willing to switch to any other industry for better career prospects and not restricted to retail as their only preferred industry. Only 25% of employees are willing to recommend this organization as a great place to work and gain experience.

Overall, these insights suggest that the organization needs to review and potentially adjust its salary structure to meet the market standards and address the employee dissatisfaction. The

organization should also focus on enhancing job security and creating opportunities for career growth and development to retain and attract talent.

Conclusion

In conclusion, the employee satisfaction survey conducted at Westside has revealed that the employees have shown moderate satisfaction with current job, working environment and opportunities present. Still organization is facing a high turnover rate, with only a small number of employees having worked for the past 2 years. The findings suggest that Department Managers and senior sales employees are more likely to stay longer than sales associates. Majority of employees have shown satisfaction towards their current job, working environment and training provided to them. The only reason for employees leaving their job is their dissatisfaction with salary offered as it is below the market standard. This has resulted in employees being more willing to accept job opportunities elsewhere for only a slight increase in remuneration. To address this issue and retain employees, it is imperative that Westside reviews and adjusts its salary structure to meet the market standards.

9. Recommendations to the Company

- Westside's HR department can offer part-time employment opportunities to college students who are interested in working as sales associates. These students can work flexible hours after their college classes and will be compensated based on the number of hours they work.

- One strategy for increasing the reach of job vacancy advertisements is to create a company account on various social media platforms, in addition to employees' personal accounts. By doing so, the job openings can be advertised publicly, potentially increasing the number of views and applicants.

- To encourage employee referrals organization can offer incentives to employees who refer successful candidates. After the referred candidate has completed two months of service in the organization, the referring employee can receive a minimum incentive from the company. This will motivate employees to refer their qualified friends and acquaintances for job openings, and ensure that the candidates are a good fit for the company culture and requirements.

- To improve employee retention, Westside's HR department could redesign the salary structure by classifying employees into different growth salary bands. For example, a fresher could receive Rs.11,000, an employee with 6+ months of experience could receive Rs.13,000, and those with over 2 years of experience could receive Rs.16,000 at the Sales Associate level. This transparent approach could create a sense of fairness, motivate employees to progress, improve job satisfaction and retain employees.

- To improve employee engagement and address their concerns, Westside's HR should implement an anonymous feedback system. This can be done by placing a feedback box in-store or sharing a Google feedback form every three months. By building a culture

of openness and acting on employee feedback, the organization can improve satisfaction and retention.

- The HR should conduct exit interview in a structured way and take employees reasons of resigning more seriously.

10. Work Done

- Organised and hosted Women's Day celebration.

- Employee joining formalities

- Worked on presentations topics – Apprenticeship, Employee Provident fund.

- Prepared induction presentations on Caculo Properties, Caculo Hospitality and Grooming.

- Prepared job vacancy advertisement posters.

- Assisting with HR data management such as maintaining employee records and updating HR database.

- Preparing employee verification forms and visited police station for police verification.

- Created Id Cards for employees.

- Contacting various hotel management institutes to notify them of a job opening in the Caculo hospitality.

- Visited different store to collect referrals for current vacancies.

- Conducted employee engagement activities.

- Conducted research on recruitment challenges faced by HR and employee job satisfaction level of employees at Westside store.

- Assisted HR with renewing of various licences for the company.

- Accompanied HR executive in conducting interviews for sales associate posts.

- Drafted correspondence including offer letter, probation period, job conformation letter, increment letters.

10.1. Learnings derived

The work done during the internship provided several valuable learnings for the future. Organizing and hosting the Women's Day celebration helped in developing event management skills, while employee joining formalities improved understanding of HR processes. Preparing presentations on different topics like apprenticeship, employee provident fund, induction presentations on Caculo Properties, Caculo Hospitality and Grooming helped in improving communication and presentation skills.

Assisting with HR data management like maintaining employee records, updating the HR database, preparing employee verification forms, and making ID cards provided hands-on experience in HR operations. Contacting hotel management institutes to notify them of a job opening helped in developing networking and outreach skills. Researching recruitment challenges faced by HR and employee job satisfaction level at Westside store provided insight into HR issues and strategies to address them.

During my visits to several organized retail stores such as Reliance Smart Bazar, Bata, Shoppers Stop, Max Fashion, Metro, and Cotton House, I conducted a survey to advertise Westside's job vacancies and gather referrals from their employees. Through this process, I gained valuable insights and discovered that Westside's employees are being paid less compared to other retail stores in the area.

Overall, the work done during the internship helped in acquiring practical skills, gaining a deeper understanding of HR processes, and building a strong foundation for a career in Human Resource Management.

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12. Annexure

Questionnaire for HR at Westside store

1. What are the primary recruitment challenges faced by the organization?

2. What are the basic skills and qualification required by retail store employee?

3. What are the most effective recruitment strategies used by the organization?

4. What is the average count of resignations received every month and at which level?

5. What is the average time taken to fill a job opening in the organization?

6. What is the cost of recruitment and how does it affect the budget?

7. What are the key factors that influence a candidate's decision to accept an offer from organization?

8. How do you'll measure the success of the recruitment process?

9. Is employee attrition a recognized concern for the organization?

10. What are the major reasons of attrition?

11. What steps does organization take to retain newly hired employees and reduce employee turnover?

Questionnaire for Retail Employees at Westside Store

1. Designation
   - Sales Associate
   - Senior Sales Officer
   - Department Manager

2. Age_____

3. Date of Joining -_____

4. Education Qualification

- Less than SSC

- SSC

- HSSC

- Bachelor degree

Q1. How satisfied are you with your job?

1- Highly Satisfied

2- Satisfied

3- Neutral

4- Dissatisfied

5- Highly Dissatisfied

Q2. How satisfied are you with the communication system within the organization?

1- Highly Satisfied

2- Satisfied

3- Neutral

4- Dissatisfied

5- Highly Dissatisfied

Q3. How satisfied are you with the recognition and rewards you receive for your work?

1. Highly Satisfied

2- Satisfied

3- Neutral

4- Dissatisfied

5- Highly Dissatisfied

Q4. How satisfied are you with the opportunities for career advancement within the organization?

1. Highly Satisfied

2- Satisfied

3- Neutral

4- Dissatisfied

5- Highly Dissatisfied

Q5. How satisfied are you with the overall work environment within the organization?

1. Highly Satisfied

2- Satisfied

3- Neutral

4- Dissatisfied

5- Highly Dissatisfied

Q6.How satisfied are you with your salary structure?

1. Highly Satisfied

2- Satisfied

3- Neutral

4- Dissatisfied

5- Highly Dissatisfied

Q7.How satisfied are you with the leave facilities offered here?

1. Highly Satisfied

2- Satisfied

3- Neutral

4- Dissatisfied

5- Highly Dissatisfied

Q8. How satisfied are you with the training and development opportunities provided by the company?

1. Highly Satisfied

2- Satisfied

3- Neutral

4- Dissatisfied

5- Highly Dissatisfied

Q9. Are employees be granted the autonomy and accountability to take charge of their duties and make decisions?

- Yes

- No

- Maybe

Q10. Is the working environment open and trustworthy?

- Yes

- No

Q11. Please rank the following factor that influences you to work in any organization.

Factors	1st	2nd	3rd	4th	5th	6th	7th	8th	9th
Salary									
Job Security									
Working Condition									
Supervision									
Benefits Offered									
Recognition and rewards offere									
Career Development									
Loyalty towards company									
Company's image in society									

Q12. How likely are you to look for a job outside the retail industry?

1. Extremely Likely

2. Likely

3. Neutral

4. Not likely

5. Extremely not likely

Q13. How likely are you to recommend this organization to others as a great place to work?

1. Extremely Likely

2. Likely

3. Neutral

4. Not likely

5. Extremely not likely

Q14. Any further suggestions you would like to give?

_____