
Correlation of the influential factors affecting training in Retail sector

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Abstract

Training and development is considered as a vital part of the human resource development. It has an important role in waking up of the advancement of technology which has resulted in ever increasing competition, rise in customer's expectation of quality and service and a subsequent need to lower costs. It has also become more important globally in order to prepare workers for new jobs. The Indian retail industry has presently emerged as one of the most dynamic and fast paced industries. It accounts for over 10 per cent of the country's gross domestic product (GDP). This is an in depth study about the employees working in retail sector in the Ghaziabad district of Uttar Pradesh, India. This study is an attempt to analyse if there is any significant difference in the preferences of male and female employees. The professional qualities of the employees is always expected to be the same. The results of this study proved the same. Twelve factors that were considered to be motivating the employees to undergo training were taken and the employees ranked them according to their preferences. This study also tried to find if there prevailed any significant correlation between the factors that were considered. This study would be a handy tool for the employers to design training programs as retail industry deals with the customers face to face and therefore demands an excellent workforce to earn profits.

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Introduction

Eminent management author Peter Drucker said that the fastest growing industry would be training and development as a result of replacement of industrial workers with knowledge workers. Training and development is one of the key functions of human resource management. This century has seen increased focus on the training in organisations globally. Many organisations have made it mandatory for specific training hours per year for employees keeping in consideration the fact that technology is deskilling the employees at a very fast rate. Technically training involves change in attitude, skills or knowledge of a person with the resultant improvement in the behaviour. For training to be effective it has to be a planned activity conducted after a thorough need analysis and target at certain competencies, most important it is to be conducted in a learning atmosphere.

While designing the training program both the individual goals and organisational goals are to be kept in mind. Although it may not be entirely possible to ensure a sync, but competencies are chosen in a way that a win-win is created for the employee and the organisation. The success of a training program is evaluated in terms of the end result or the increase in the work ability, skill or competency in the trainee

In Japan for example, with increasing number of women joining traditionally male jobs, training is required not only to impart necessary job skills but also for preparing them for the physically demanding jobs.

Retail industry is a sector where female employees are employed more because of their patience and better customer handling attributes. In Japan for example, with increasing number of women joining traditionally male jobs, training is required not only to impart necessary job skills but also for preparing them for the physically demanding jobs.

With the rising need for consumer goods in different sectors including consumer electronics and home appliances, many companies have invested in the Indian retail space in the past few months. Quality of service is the leading criterion of excellence for most retailers and the quality of service is wholly dependent on the service the employees provide to the customers.

This study is an attempt to render a helping hand for the employers of the retail industry so that they will have an idea about the mindset of their employees and formulate their training programmes in an effective way. This study also checks if there is any difference in the preferences between male and female employees.

Literature review

Human resource management is defined as a system of activities and strategies that are focussed on managing the success of employees at all levels of the organisation and also help them to achieve the organisational goals (Byars & Rue, 2006). Human resource has an important role in increasing company's effectiveness.

In service training consists of activities that maintain as well as increase the employees' ability and competencies in performing the tasks assigned to them, thereby assisting the Organisations in achieving their goals and objectives (Amerioun A, Ebadi A, Sanaienasab H, 2012).

Some studies indicate that factors such as complying with the heads and managers, acquisition of credentials, professional knowledge (O'Connor AB,1979), raising income levels (Bordji A, Imani M, Moradi A,2004), earning points and scores to improve job position becoming acquainted with the experiences of other researchers (Ebadi A, Vanaki Z, Nahrir B, Hekmatpou D.,2008), improving self-esteem and self-confidence, increasing opportunities for job promotion

(Murphy C, Cross Ch, McGuire D,2006), etc. are the most important motivational factors influencing the employees' participation in the continuing and in-service training courses.

Money is often seen as a symbol of success and also associated with comfort and security (Engelberg and Sjöberg, 2006). Many researchers have found Motivation is the main instrument to be used. There always exists a direct correlation between salary and the results obtained (Androniceanu, 2011). Some researchers suggest that the employee should be motivated through a proportional salary according to the efforts done in the job. (Murphy, 1981)

Promotion is considered to be one of the most efficient ways to motivate employees by offering them opportunities along their careers, giving them more responsibilities or even more authority. It can be done by creating an opportunity increase the salary compensation. This increase in can also cover a part of security needs by increasing the buying power of the employee. Promotions help assigning workers to jobs that better suit their abilities and is a way to move up quickly the talented workers (Gibbons 1997).

Another factor that affects transfer learning is perceived job and career utility. A study to explore the effect of several contextual factors on training motivation found that perceived job and career utility are significant predictors of training motivation. The trainees were more motivated if they knew that the new training will be related to their job and will affect their performance positively and may provide them with a wider opportunity to promotion and advancement in the future(Clark, Dobbins, and Ladd 1993).

Training helps to the update the skills and lead to increase commitment, well – being, and sense of belonging, thus directly strengthens the organization's competitiveness (Acton and Golden, 2002; Karia and Ahmad, 2000; Karia, 1999). Training has an important role in the achievement of an organizational goal by incorporating the interests of organization and the workforce (Stone R.J. Human Resource Management, 2002). There is no doubt that training is important in all aspect for an organization. Training has traditionally been defined as the process by which individuals change their skills, knowledge, attitudes, and/or behaviour (Robbins and DeCenzo, 1998).

Most of researches including Colombo and Stanca (2008), Sepulveda (2005) and Konings & Vanormelingen, (2009), showed that training is a fundamental and effectual instrument in successful accomplishment of the firm's goals and objectives, resulting in higher performance and productivity of the organization. Training is a tool to fill the gap and the firms should use it wisely to improve employee productivity. Armstrong (2000) contends that trained employees often work better as teams because everyone is aware of the expectations and can achieve them together smoothly. In addition, employees who receive regular training are more likely to accept change and come up with new ideas. Training plays a vital role, improving performance as well as increasing productivity, and eventually putting companies in the best position to face competition and stay at the top.

Methodology

The population under investigation of this study has been the employees of various retail outlets in Delhi National Capital Region (NCR). The study was conducted in January 2016. The sample was selected as follows: first seven retail outlets were randomly selected from a mall and each of them were considered as stratum. Then the determined sample was selected in the seven outlets using stratified sampling proportional to the size and simple sampling methods using random numbers table. A sample of 182 was taken out of which 32 was incompletely filled. So the usable sample size was 150, 100 males and 50 females.

The data was collected using a questionnaire through online Google forms. The questions covered the factors influencing training and other relevant questions related to the relationship

of the employee with the employer. The factors included personal factors, organisational factors and factors related to their profession. They were asked to rank the factors from 1 to 12 where one being strongly favourable. The questionnaire included many questions but for this study only few questions were taken into consideration.

The respondents were assured of the confidentiality of their responses. All the data were collected and analysed. The statistical analysis was done by software SPSS version 16. One Way ANOVA were used to test the significance of the preferences of mean ranks of different motivational factors and Pearson Correlation test was used to test the correlation between the factors. The independent samples t -test was used to test the significance of difference of mean ranks of motivational factors between male and female respondents and Pearson Correlation Coefficient. A $p < 0.05$ was considered statistically significant.

Results and Discussion

The factors that were considered for this study were Organisational commitment **1**, Widen job opportunities **2**, To accomplish career goals **3**, To have upper hand over employees **4**, To express loyalty to the organisation **5**, Family upliftment **6**, Enhance knowledge **7**, Promotion **8**, To keep update with the industrial development **9**, Salary hike **10**, Job security **11**, To boost confidence **12**.

Table 1 is the cross tabulation of ranks and the factors. Figure 1 is the pictorial representation of the same. Table 1 clearly demonstrates that Job Security is the factor that has been considered as the most influencing factor for a retail employee to undergo training. 43.9% of the respondents have ranked job security in the first place. Retail industry employs mostly unskilled labour. Hence training becomes mandatory after they are inducted. Employees are given in house training by the company so that they become familiar with the way the organisation works. The training period ranges from 15 days to 2 months when the trainees are made to work under the supervision of supervisors and other experienced employees. During the training period employees are given less salary which pushes them to learn the work faster and get the job permanent. The employees mostly are not educationally sound and that makes it difficult for them to get a job that would be stable. Getting a job in a reputed retail outlet is even more difficult task.

The least motivating factor seems to be organisational commitment for which 34.8% of respondents have chosen for the last rank. The employees' unprofessional qualities can be attributed to this.

Table 1 Rank * Factor Cross tabulation

Rank	Factor												
	1	2	3	4	5	6	7	8	9	10	11	12	
1	Count	0	0	0	0	0	0	0	50	0	33	65	0
	% within Rank	.0	.0	.0	.0	.0	.0	.0	33.8	.0	22.3	43.9	.0
2	Count	0	0	0	0	0	0	0	27	0	92	29	0
	% within Rank	.0	.0	.0	.0	.0	.0	.0	18.2	.0	62.2	19.6	.0
3	Count	0	14	0	2	0	0	0	62	0	25	31	23
	% within Rank	.0	8.9	.0	1.3	.0	.0	.0	39.5	.0	15.9	19.7	14.6
4	Count	0	74	0	28	0	33	0	0	0	0	25	26
	% within Rank	.0	39.8	.0	15.1	.0	17.7	.0	.0	.0	.0	13.4	14.0
5	Count	0	17	0	0	27	79	0	0	0	0	0	19
	% within Rank	.0	12.0	.0	.0	19.0	55.6	.0	.0	.0	.0	.0	13.4
6	Count	0	20	0	33	0	17	0	0	0	0	0	64
	% within Rank	.0	14.9	.0	24.6	.0	12.7	.0	.0	.0	.0	.0	47.8
7	Count	0	14	0	25	22	21	19	11	76	0	0	0
	% within Rank	.0	7.4	.0	13.3	11.7	11.2	10.1	5.9	40.4	.0	.0	.0
8	Count	0	0	8	0	0	0	51	0	0	0	0	18
	% within Rank	.0	.0	10.4	.0	.0	.0	66.2	.0	.0	.0	.0	23.4
9	Count	0	11	17	62	32	0	49	0	21	0	0	0
	% within Rank	.0	5.7	8.9	32.3	16.7	.0	25.5	.0	10.9	.0	.0	.0

10	Count	0	0	51	0	0	0	6	0	0	0	0	0
	% within Rank	.0	.0	89.5	.0	.0	.0	10.5	.0	.0	.0	.0	.0
11	Count	78	0	47	0	1	0	18	0	14	0	0	0
	% within Rank	49.4	.0	29.7	.0	.6	.0	11.4	.0	8.9	.0	.0	.0
12	Count	72	0	27	0	68	0	7	0	33	0	0	0
	% within Rank	34.8	.0	13.0	.0	32.9	.0	3.4	.0	15.9	.0	.0	.0
Total	Count	150	150	150	150	150	150	150	150	150	150	150	150
	% within Rank	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3

Figure 1 Rank *Factors

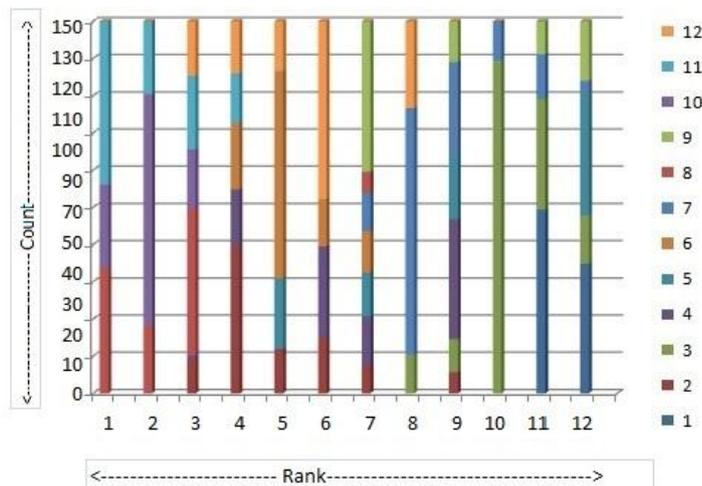


Table 2: Comparison of Mean and SD of the factors gender-wise (by t – test for two independent groups)

Factor	Sex	N	Mean ± S. D
Organizational Commitment	Male	100	11.53 ± .502
	Female	50	11.38 ± .490
Widen job opportunities	Male	100	4.96 ± 1.530
	Female	50	4.88 ± 1.745
To accomplish the career goals	Male	100	10.47 ± 1.105
	Female	50	10.42 ± 1.032
To have upper hand over other employees	Male	100	7.13 ± 1.931
	Female	50	6.72 ± 1.970
To express loyalty to the Organisation	Male	100	9.69 ± 2.759
	Female	50	8.70 ± 2.597
Family Upliftment	Male	100	5.23 ± .886
	Female	50	5.06 ± 1.018
Enhance Knowledge	Male	100	8.95 ± 1.395
	Female	50	8.58 ± 1.162
Promotion	Male	100	2.33 ± 1.471
	Female	50	2.68 ± 1.684
To Keep Updated With The Industrial Development	Male	100	8.65 ± 2.066
	Female	50	9.26 ± 2.293
Salary Hike	Male	100	2.03 ± .559
	Female	50	1.78 ± .708
Job Security	Male	100	2.22 ± 1.186
	Female	50	1.88 ± 1.023
To boost confidence	Male	100	5.31 ± 1.542
	Female	50	5.30 ± 1.389

Table 2 shows the distribution of Mean \pm SD of rank of the motivational factors taken under study for male and female faculty. There were 100 male respondents and 50 female respondents. On applying t-test for two independent groups we have found there is no significant difference between the mean ranks of motivational factors between male and female employees. The least Mean \pm SD of $2.03 \pm .559$ and $1.78 \pm .708$ was observed for salary hike for male and female employees respectively. The highest of $11.53 \pm .502$ and $11.38 \pm .490$ was observed for organisational commitment. From the result it is revealed that there is not much difference in the priorities of male and female employees when it comes to their professional career.

Table 3: Correlation between the motivating factors

Correlations													
Factor		1	2	3	4	5	6	7	8	9	10	11	12
1	r	1											
	p value												
	N	150											
2	r	-.529*	1										
	p value	.000											
	N	150	150										
3	r	-.194*	-.080	1									
	p value	.017	.333										
	N	150	150	150									
4	r	-.560*	.683*	.046	1								
	p value	.000	.000	.574									
	N	150	150	150	150								
5	r	.108	.243*	-.037	.518*	1							
	p value	.188	.003	.649	.000								
	N	150	150	150	150	150							
6	r	.007	.179*	.449*	.304*	.422*	1						

	P value	.928	.029	.000	.000	.000							
	N	150	150	150	150	150	150						
7	r	.367*	-.119	-.464*	-.063	.255*	.149	1					
	P value	.000	.147	.000	.446	.002	.069						
	N	150	150	150	150	150	150	150					
8	r	.111	-.487*	.043	-.413*	-.434*	-.031	.286*	1				
	P value	.176	.000	.604	.000	.000	.709	.000					
	N	150	150	150	150	150	150	150	150				
9	r	-.642*	.402*	-.289*	.228*	-.368*	-.441*	-.351*	-.201*	1			
	P value	.000	.000	.000	.005	.000	.000	.000	.013				
	N	150	150	150	150	150	150	150	150	150			
10	r	-.240*	.584*	-.144	.393*	-.008	-.169*	-.271*	-.401*	.380*	1		
	P value	.003	.000	.079	.000	.919	.038	.001	.000	.000			
	N	150	150	150	150	150	150	150	150	150	150		
11	r	.414*	-.176*	.189*	.133	.767*	.342*	.079	-.312*	-.596*	-.238*	1	
	P value	.000	.031	.020	.104	.000	.000	.339	.000	.000	.003		
	N	150	150	150	150	150	150	150	150	150	150	150	
12	r	-.118	.020	-.175*	-.138	-.467*	-.174*	.193*	.345*	.184*	.090	-.612*	1
	P value	.151	.809	.032	.092	.000	.033	.018	.000	.025	.271	.000	
	N	150	150	150	150	150	150	150	150	150	150	150	150
*. Correlation is significant at the 0.05 level (2-tailed).													
r- Pearson Correlation													

Table 3 describes the correlation between all the factors that were considered for this study. For all factors, statistically significant negative correlation exists between Organisational

commitment – Widen job opportunities, accomplish career goals, have upper hand over other employees, to keep updated with the industrial development and salary hike; Widen job opportunities – promotion and job security; To accomplish career goals – To keep updated with the industrial development and to boost confidence; To have upper hand over other employees – promotion; To express loyalty to Organisation – promotion, to keep updated with the industrial development and to boost confidence; Family upliftment – to keep updated with the industrial development, salary hike and to boost confidence; Enhance knowledge - To keep updated with the industrial development and salary hike; Promotion - to keep updated with the industrial development, salary hike and job security; to keep updated with the industrial development- Job security; Salary hike – Job security; Job security – To boost confidence.

Statistically significant positive correlation exists between Organisational commitment – Enhance knowledge and job security; Widen job opportunities – to have upper hand over other employees, express loyalty, family upliftment, to keep updated with the industrial development and salary hike; To accomplish career goals – family upliftment and job security; To have upper hand over other employees – to express loyalty, family upliftment, to keep updated with the industrial development and salary hike; To express loyalty - family upliftment, to enhance knowledge and job security; family upliftment- job security; to enhance knowledge- promotion, to boost confidence; promotion- to boost confidence; to keep updated with the industrial development- salary hike, to boost confidence. From the results of this study the management of the retail companies should take cues to encourage its employees to part take in training programmes and program such training session.

Conclusion

To achieve a leadership position in the market space, an organisation has to emphasise on the kind of programs they use to improvise performance and productivity and not just how much they simply spend on learning. Hence training programs need to be very meticulously formulated keeping in mind the interests of the trainees. The ultimate goal of any training program should be producing highly productive employees who would increase the turnover of the organisation. This study has thrown open a window which gives an insight of the priorities of the employees working in retail sector. The results clearly indicate that female employees have the same priorities as their male counterparts. Having a secured and permanent job is the most important factor that drives them to undergo training.

The limitation of this study is that the sample is restricted to a small geographic area in the National Capital Region (NCR) in India. Moreover the study has been done on the employees of both branded and non branded retail outlets and there could be a difference in priorities if the study would be conducted separately on branded and non branded outlets as branded outlets would be employing educated employees than the non branded outlets. The results may even vary in different two-three tier cities.

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