

Analysis

Performance Management in Retail Sector- An Empirical Study

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Abstract

Retail sector is a market where there is organized methodology for the sale of goods. The retail sector is presently undergoing a transition in India. Previously, customers used to go to 'Kirana' stores to purchase their necessities. The Indian retail market, which is the fifth largest retail destination globally, was ranked second after Vietnam as the most attractive emerging market for investment in the retail sector by AT Kearney's seventh annual Global Retail Development Index (GRDI), in 2008. The share of retail trade in the country's gross domestic product (GDP) was between 8–10 per cent in 2007. It is currently around 12 per cent, and is likely to reach 22 per cent by 2010. Performance management includes activities to ensure that goals are consistently

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being met in an effective and efficient manner. Performance management focus on performance of the organization, a department, processes product or service, employees' qualities etc. This study is an attempt to find out the factors which are important for performance management in retail sector in Indore city.

Introduction

Scenario of Retailing in India

India has one of the largest numbers of retail outlets in the world. A report by Images Retail estimates the number of operational malls to grow more than two-fold, to cross 412, with 205 million square feet by 2010, and a further 715 malls to be added by 2015, with major retail developments even in tier-II and tier-III cities in India.

The Indian retail market, which is the fifth largest retail destination globally, was ranked second after Vietnam as the most attractive emerging market for investment in the retail sector by AT Kearney's seventh annual Global Retail Development Index (GRDI), in 2008. The share of retail trade in the country's gross domestic product (GDP) was between 8–10 per cent in 2007. It is currently around 12 per cent, and is likely to reach 22 per cent by 2010.

Commercial real estate services company, CB Richard Ellis' findings state that India's retail market is currently valued at

US\$ 511 billion, and is poised to grow to US\$ 833 billion by 2013. The report further stated that organized retail that currently accounts for less than 5 per cent of the total retail market is expected to register a compound annual growth rate (CAGR) of 40 per cent and swell to US\$ 107 billion by 2013.

Perform means “to carry out, accomplish or fulfil an action or task”. It also means “work, function or to do something to a specific standards”. Performance is “an action or process of performing a task or function” (Oxford Concise Dictionary 1999:1060). Performance Management is the process of assessing progress toward achieving predetermined goals. It involves building on that process, adding the relevant communication and action on the progress achieved against these predetermined goals helping organizations achieve their strategic goals.^[1] Rather than discarding the data accessibility previous systems fostered, performance management harnesses it to help ensure that an organization’s data works in service to organizational goals to provide information that is actually useful in achieving them and focus on the Operational Networking Processes between that performance levels.

Factors Affecting Performances

- **Physical Factors:** - These are medical and illness related factors like Colds and flu, Asthma, Anaemia, Hay fever, Fatigue, Lack of sleep, Menstruation, Physical ability etc.
- **Psychological Factors:** - These are factors related to the way you are thinking and your state of mind like Mental preparation, Mental ability, Experience etc.
- **External Factors:** -These are things largely beyond our control as Environment (the weather), Equipment, Technology, Other players, Officials etc.
- **Ability:** - Character traits, skills and knowledge which are used in the performance. It is always present and will not vary widely over short periods of time.
- **Effort:** - The amount of manual or mental energy that a person is prepared to expend on a job, to reach a certain level of performance. This can vary according to incentive and motivation.
- **Motivation:** - Many people who are not motivated keep their performance to an acceptable level by expending only 20-30% of their ability. Managers who know how to motivate their employees can achieve 80-90% ability levels and consequently higher levels of performance.

There are other more detailed notes on motivation elsewhere in this site, but remember Maslow:

- Basic needs - food clothing
- Safety needs - security, avoidance of risk/harm
- Social needs - friendship, acceptance, group
- Esteem needs - responsibility, recognition
- Self realisation - independence, creativity

Again, detailed notes elsewhere. Basically, people expect to be treated equally, within the company and as others are in similar companies; they expect to get a certain reward for a certain effort; and they expect to get promoted if they undergo training. All these factors are inter-related and affect the amount of effort people are prepared to put in.

- **Equity & Expectation:** - Again, detailed notes elsewhere. Basically, people expect to be treated equally, within the company and as others are in similar companies; they expect to get a certain reward for a certain effort; and they expect to get promoted if they undergo training. All these factors are inter-related and affect the amount of effort people are prepared to put in.

- **Task or role perception:** - The direction in which the person wishes to channel his or her effort and ability. It varies according to such factors as: -
 - Whether or not the job is seen to be important or of value in itself, to the organisation, to workmates, to the individual.
 - Whether or not there is an end in sight Is what I do simply lose in the larger organisation? Can I see it as a finished entity in its own right, no matter how small?
- **Environmental factors :-** Those factors over which an individual has no control, e.g.: the job may have been completed under severe time constraints, with a lack of adequate resources, or by using obsolete equipment; there may have been conflicting priorities or information overload, such that the individual was confused and under stress; other staff and departments may have been less than cooperative; the restrictive policies of the organisation may have prevented the individual from using her initiative and imagination to the extent that she wished; the quality of the supervision exercised may have been defective - some people need encouragement and support, whereas others like to be left to get on with

the job. Cannot be used as excuses for poor performance, but they do have a modifying effect.

- **Goal Clarity:** - People must have in mind a clear picture of any end or goal they are to achieve. If this picture does not exist, they cannot tell if they are making progress or when they have completed the task or assignment, let alone if it has been completed properly. "Keep the end in view" has been advice for almost two thousand years. The time a manager spends in developing, communicating and clarifying the goals or ends to be achieved is time well spent.
- **Repertoire:** - To achieve a goal, the people working toward it must possess a suitable, flexible repertoire. They must be able to engage in whatever behaviors are necessary to obtain that goal – despite changing circumstances and environmental disturbances. In some cases, this will involve carrying out a routine that has been specified in advance by someone else. In other cases, it will require figuring out — on the spot — an appropriate course of action. In many situations, the end

to be achieved will remain constant but the conditions under which it is to be attained will vary.

- **Knowledge of Structures:** - Figuring out what to do in a particular situation requires knowledge of the structure of that situation. People must understand the elements that make up the situation, how those elements are connected to one another and the relationships that exist between and among these elements. This knowledge of the structure of the situation allows people to say how the actions they take will lead to the result they seek.
- **Feedback:** - Without information about actual conditions in relation to intended goals or results, no one can perform to standard. Such information is known as “feedback.” It informs progress, enables corrections and, eventually, signals attainment of the objective.
- **Mental Models:** - Absent feedback, people have no choice except to act in ways that are consistent with internally-held views or mental models of what is appropriate or what should work instead of externally-based information about what is and isn't actually working.

For this reason, it is worthwhile spending time working with people to identify the mental models they currently use in situations where feedback isn't readily available. In some cases, this will surface mental models that are inappropriate or inadequate. In other cases, it might surface mental models that are superior to those held by most people.

- **Recapitulation:-** The seven factors that make performance possible are these:
 - A clear picture of the ends to be attained.
 - A suitable repertoire.
 - Knowledge of the structure of the situation.
 - A functioning feedback loop.
 - Sound mental models.
 - Adequate motivation and
 - A supportive or manageable task environment.

Performance management includes activities to ensure that goals are consistently being met in an effective and efficient manner. Performance management can focus on performance of the organization, a department, processes to build a product or service, employees, etc.

Objectives of the Study

- To identify factors conducive for frontline executives retention.
- To identify factors those are positively and negatively affecting frontline executive's retention.
- To ascertain the skills and competencies of managers in retail industry in order to facilitate good performance by their subordinates.
- To propose different strategies that could improve performance of frontline executives.

Review of Literature

Hilda et. al. (2006) conducted a study to explore the factors that affect performance of nurses in Namibia with the aim of providing a management framework for improving the performance of professional nurses. The study followed a quantitative research approach using an exploratory descriptive design. A survey method using questionnaires was applied. The reaction to the study was positive as a response rate of 75.8% was obtained. Data analysis included

identifying and comparing existence or absence of factors using the SSPS package. The target population included all professional nurses in Oshana, Otjozondjupa and Khomas regions.

Baseline results revealed various factors which affect performance. The study revealed that hospitals currently have deficiency in human resources management aspects such as recognition of employees who perform well.

Boshoff et al. (2000) studied some organizational factors which can have an impact on a service firm's ability to return dissatisfied customers to a state of satisfaction through service recovery. In other words, it investigates the potential impact organizational variables (modelled as antecedents) can have on the service recovery performance of frontline staff. It also assesses the impact that successful service recovery has on two outcome variables, namely, intentions to resign and job satisfaction. The results show that organizational commitment exerts a strong positive influence on the service recovery performance of frontline staff as does empowerment and rewarding them for service excellence. When frontline staffs are performing service recovery effectively, they are less likely to resign and report higher levels of job satisfaction

Bourke et. al. (1996) had gone for a research which had a sample of over one hundred students from the Faculty of Aboriginal and Islander Studies (FAIS) and other faculties of the University of South Australia. While the study aimed to concentrate on the factors affecting the performance of Aboriginal and Torres Strait Islander students, numbers of non-Indigenous participants were included as a control group. The survey looked at a wide range of variables including gender; ethnicity; educational background; mode of study; family situation; and finances. Many of these factors were found to contribute to the inadequate level of persistence and performance of Aboriginal and Torres Strait Islander students. However, no single factor was found to be the sole reason for students dropping out.

Banker et. al. (1996) investigated how contingency factors such as competitive intensity, customer profile, and behaviour-based control influenced the effectiveness of an outcome-based incentive plan supporting a customer-focused service strategy. Empirical analyses were based on data for 77 months from 34 outlets of a major retailer, 15 of which implemented the incentive plan. Results support theoretical

predictions: the positive impact of outcome-based incentives on sales, customer satisfaction, and profit increased with intensity of competition and proportion of upscale customers and decreased with level of supervisory monitoring.

Shyamak Tata said that the great Indian retail landscape has been changing by the day, what with global biggies marching in, one after the other, as if they were all waiting in the wings. To decode what has been happening, Brand Line connects with Shyamak R. Tata, Partner with Deloitte Haskins & Sells, Mumbai. He is a Fellow chartered accountant, in the profession for over 20 years. More importantly, Tata has been keenly following and tracking the emergence of the Indian economy since its 1991, primarily in the consumer business. (Business Daily from THE HINDU group of publications 'Talent: Key to successful retailing' BY SHYAMAK TATA, Partner with Deloitte Haskins & Sells, Mumbai Jan 11, 2007)

Al-Ahmadi, Hanan (2009) identified the factors influencing performance of hospital nurses in Riyadh Region, Saudi Arabia. Specific objectives were to estimate self-reported performance, and determine whether differences in employee demographics, job satisfaction, and organizational

commitment, influenced performance. In total, 15 hospitals were randomly selected. The questionnaire was sent to all nurses (1,834) in these facilities and 923 nurses responded. Statistical analysis included correlation, t-test, and regression analysis. The study finds that job performance is positively correlated with organizational commitment, job satisfaction and personal and professional variables. Both job satisfaction and organizational commitment are strong predictors of nurses' performance. Job performance is positively related to some personal factors, including years of experience, nationality, gender, and marital status. Level of education is negatively related to performance. The findings of this study has a limited generalize ability due to the fact that all measures used are based on self-reports. Emphasis should be placed on effective supervision, empowerment, and a better reward system. Cultural diversity is a reality for most health organizations in Saudi Arabia; therefore, they need to adopt effective human resources strategies that aim to improve commitment and retention of qualified workers, and build a high performance organizational culture based on empowerment, open communication, and appreciation of impact of national culture on work attitudes (Al-Ahmadi, Hanan, 2009).

Research Methodology

The Universe :

The universe in this study was the employees of Retail Industry of Indore city.

Sampling Unit:

In this research the sampling unit was frontline employees of Retail Industry.

Source List:

The source list for this research was :-

- Big Bazaar, Indore
- Pantaloons, Indore
- Reliance Fresh, Indore
- Westside, Indore
- Treasure Island (Shopping Mall), Indore

Sample Size:

For this research, the size of the sample was 104 frontline employees.

Sampling Procedure:

In this study, simple random sampling technique was used.

The Tools:

Tools for data collection -

Primary data

A Self-designed questionnaire was used to collect primary data comprising of 45 statements .

Tools for data analysis:

Following tools were used for data analysis:

- Item Total Correlation.
- Factor Analysis.

Hypotheses

For fulfilling the objectives of research following hypotheses were formulated:

H01: There is no significant difference between the mean scores of Senior and Junior Frontline Executives in Retail Industry in terms of Organizational Factors.

H02: There is no significant difference between the mean scores of Senior and Junior Frontline Executives in Retail Industry in terms of Group as a factor.

H03: There is no significant difference between the mean scores of Senior and Junior Frontline Executives in Retail Industry in terms of Reward as a factor.

H04: There is no significant difference between the mean scores of Senior and Junior Frontline Executives in Retail Industry in terms of Psychological Factors.

H05: There is no significant difference between the mean scores of Senior and Junior Frontline Executives in Retail Industry in terms of Individual Factors.

H06: There is no significant difference between the mean scores of Senior and Junior Frontline Executives in Retail Industry in terms of Job Role.

H07: There is no significant difference between the mean scores of Senior and Junior Frontline Executives in Retail Industry in terms of Internal Relationship.

H08: There is no significant difference between the mean scores of Senior and Junior Frontline Executives in Retail Industry in terms of External Factors.

H09: There is no significant difference between the mean scores of Senior and Junior Frontline Executives in Retail Industry in terms of Communication.

H010: There is no significant difference between the mean scores of Senior and Junior Frontline Executives in Retail Industry in terms of Feedback.

H011: There is no significant difference between the mean scores of Senior and Junior Frontline Executives in Retail Industry in terms of Other Factors.

RESULTS

Following factors have been generated out of Factor Analysis:-

Factor	Item No.	Item	Item Load	Factor Load
1. Organizational Factors	Q.1 2	Working Environment	0.836	2.732
	Q.1	Organization Brand	0.663	
	Q.1 1	Work Culture	0.627	
	Q.1 3	Goal Clarity	0.606	
	Q.2	Leadership	0.44	

		Style of Seniors	2	
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	Factor	Item No.	Item	Item Load	Factor Load
II	2. Group	Q.4	Better Coordination	0.85	2.116
		Q.2	Team mates Performance	0.651	
		Q.5	Group Tasks	0.615	

	Factor	Item No.	Item	Item Load	Factor Load
III	3. Rewards	Q.1	Recognition on Good Performance	0.859	2.141
		Q.1	Pay Structure	0.809	
		Q.3	Facilities	0.473	

		given		
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	Factor	Item No.	Item	Item Load	Factor Load
IV	4. Psychological Factors	Q.24	Mental Preparation	0.749	1.9
		Q.10	Emotional Intelligence	0.601	
		Q.25	Work Pressure	0.55	

	Factor	Item No.	Item	Item Load	Factor Load
V	5. Individual Factors	Q.16	Personal Innovation in Dealing	0.234	2.432
		Q.17	Personal Growth	0.266	
		Q.2	Gender	0.771	

	3	Difference	
	Q.3 2	Personality	0.697
	Q.2 6	Listening Skills	0.464

	Factor	Item No.	Item	Item Load	Factor Load
VI	6. Job Role	Q.7	Challenges in Job Tasks	0.823	2.109
		Q.6	Job Roles	0.719	
		Q.1 8	Interested Job Tasks	0.567	

	Factor	Item No.	Item	Item Load	Factor Load
VII					

7. Internal Relationship	Q.2	Staff	0.844	1.502
	1	Cooperation		
	Q.3	Healthy	0.658	
	1	Relationship		

VII
I

Factor	Item No.	Item	Item Load	Factor Load
8. External Factors	Q.2	Use of New	0.761	1.507
	7	Technology		
	Q.2	Adequacy of	0.746	
	9	Resources		

IX

Factor	Item No.	Item	Item Load	Factor Load
9. Communication	Q.2	Clear	0.785	1.527
	0	Communication of Future Plans		
	Q.1	Proper	0.742	

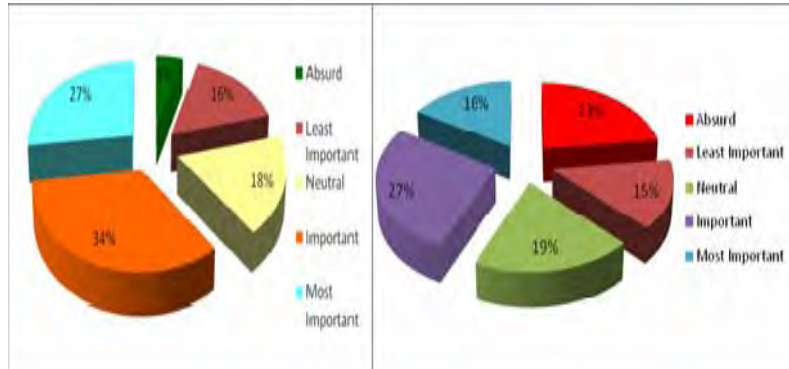
	9	Communication Channels		
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Factor	Item No.	Item	Item Load	Factor Load
10. Feedback	Q.8	Customers' Feedback	0.84	1.497
	Q.9	Various Feedback Method	0.657	

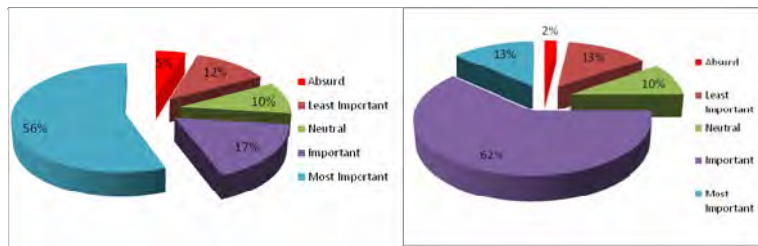
Factor	Item No.	Item	Item Load	Factor Load
11. Other Factors	Q.28	Training and Development	0.78	1.291
	Q.30	Equality in Treatment among Employees	0.511	

Graphical Representation of Factors

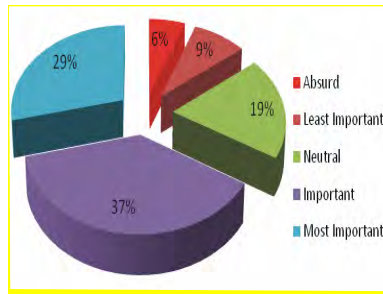
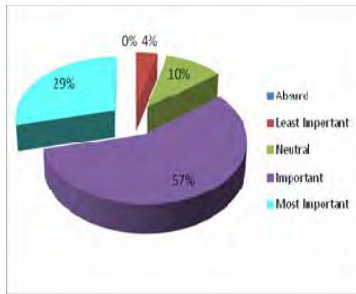
Q1. Positive image of your organization brand has put an impact on your performance.
 Q2. Leadership style of top management affects your performance.



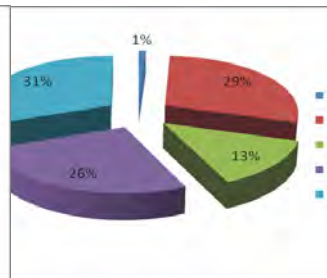
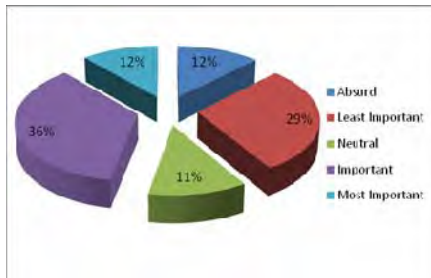
Q3. Facilities provided by organization develop to improve employees' performances.
 Q4. Better coordination at work place with all is needed to improve performance



Q5. Group tasks affect performance. Q6 Job roles seem to influence your work.

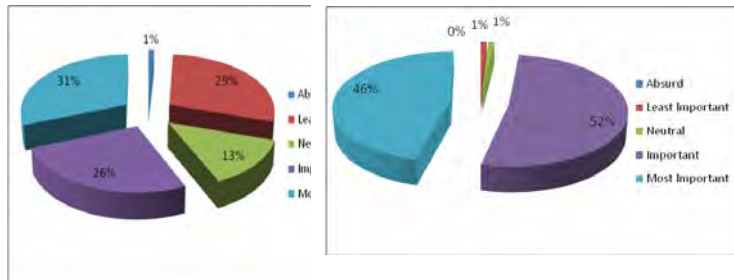


Q7. Challenges in job motivate to perform better and better. Q8 Customer's positive feedback improves your working efficiency.



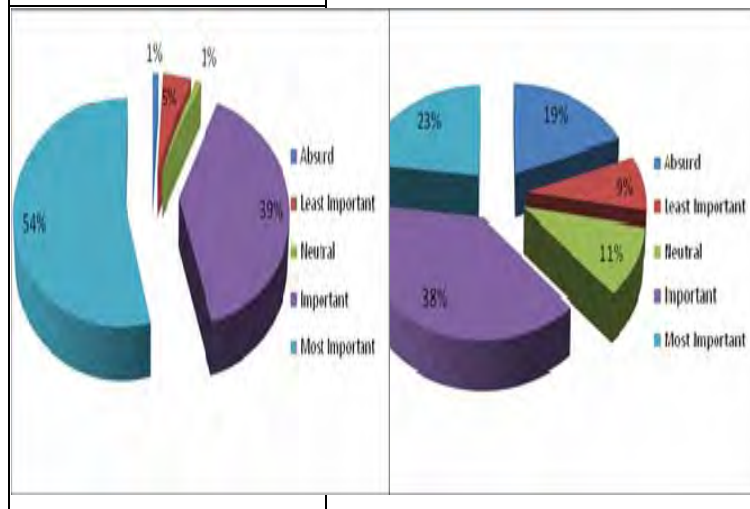
Q9 Difference in feedback method changes your Q10 Emotional Intelligence has its impact on your performance.

performance



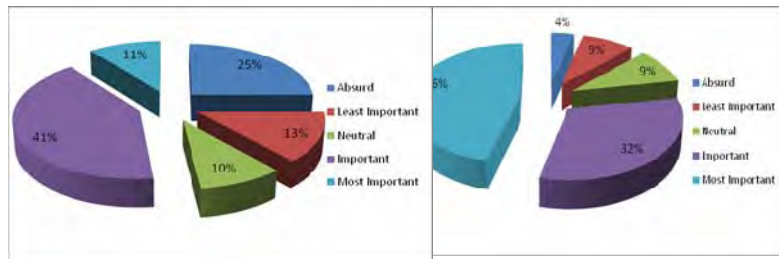
Q11. Work culture of your organization put some effect on your efficiency to perform.

Q12 Working environment is also responsible for your performance



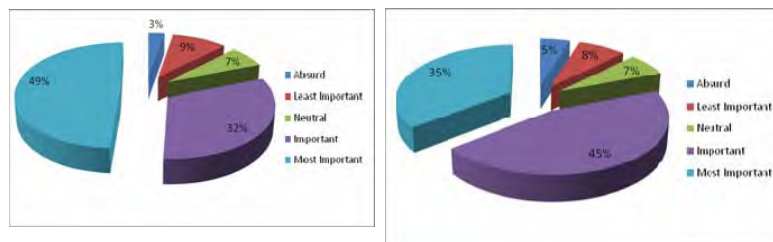
Q13. Goal clarity is important factor for improved performance.

Q14. Pay structure play important role in your performance.



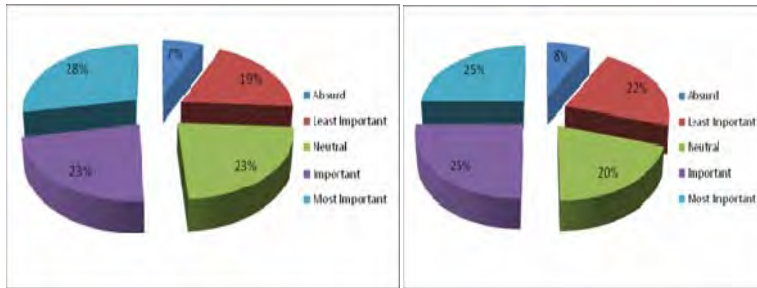
Q15. Recognition on outstanding performance enhance your morale

Q16. Personal innovations in dealing with customer help a lot to improve performance at work place.



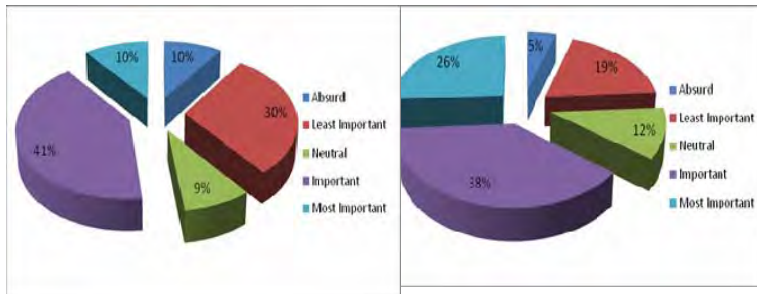
Q. 17 Personal growth rate in your profession is very imp. for your good performance.

Q18 Interested job tasks enhance your performance.



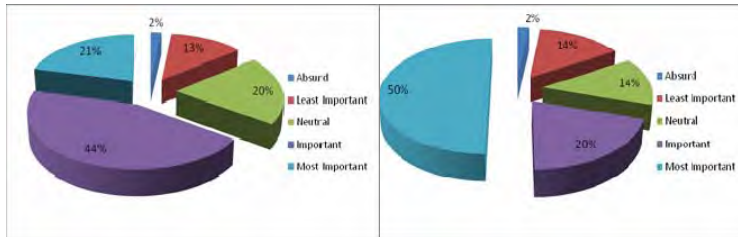
Q19. Proper communication channels in your organization affect performance.

Q20. Clear communication of future plans/ directions was found to be important factors affecting performance.



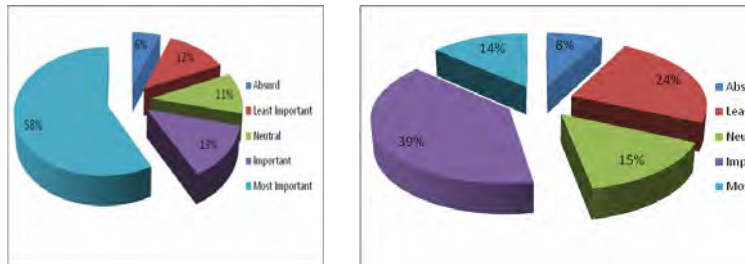
Q21. Staff and department cooperation is needed to improve performance.

Q22. Team mates performance also influence yours performance.



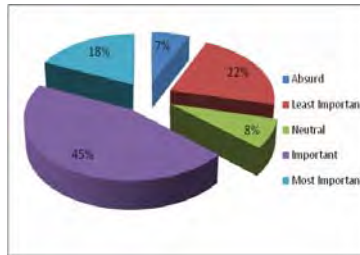
Q23 Difference in gender is also a factor affecting performance.

Q24 Mental preparation can help you a lot in preparing yourself to perform better.

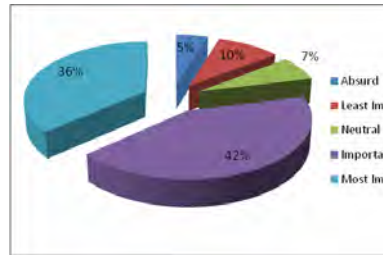


Q25 Work load/ work pressure influence your performance to work efficiently.

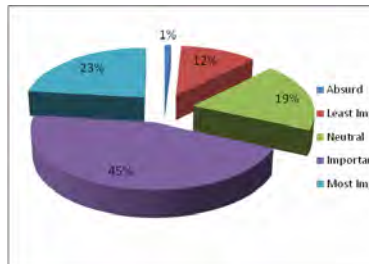
Q26: Listening skills are very important factor needed for your good performance.



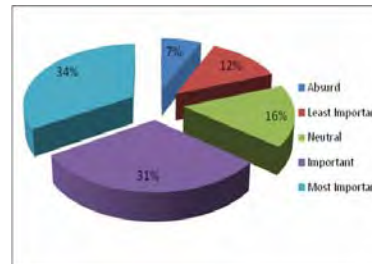
Q27 The use of new technology affects your performance in various manners.



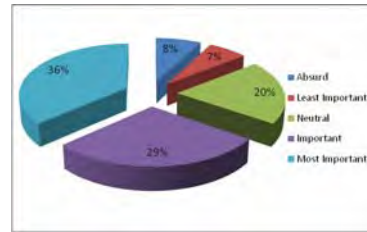
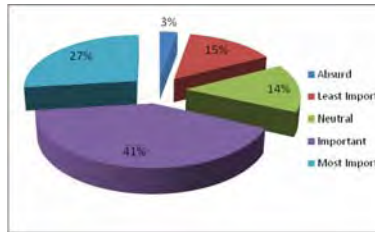
Q28. Training and development programs also influence performance.



Q29. Adequacy of resources affects your performance.

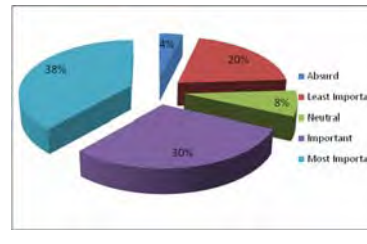
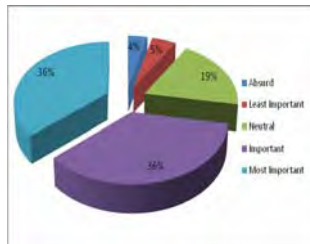


Q30. Equality in treatment among employees is very influencing factor for good performances.



Q31. Healthy relationships at work place are necessary for excellent performance.

Q32. Your personality also influences performance at work place.



T-Test Result Table

S. N O.	SE NI OR	JU NI OR	T-TEST (CALC ULATED VALUE)	99% CONFIDENTIAL LEVEL	95% CONFIDENTIAL LEVEL	RESULT
1	17.44	16.22	0.388	0.546	0.444	Null hypothesis accepted

2	12.28	11.06	0.133	0.546	0.444	Null hypothesis accepted
3	12.22	11.39	0.39	0.546	0.444	Null hypothesis accepted
4	11.17	10.83	0.692	0.546	0.444	Null hypothesis at 99% Confidential Value
5	19.89	18.06	0.125	0.546	0.444	Null hypothesis accepted
6	10	10.22	0.847	0.546	0.444	Null hypothesis at 99% Confidential Value
7	17.78	17.27	0.747	0.546	0.444	Null hypothesis at 99% Confidential Value
8	7.67	7.17	0.411	0.546	0.444	Null hypothesis accepted
9	6.83	5.44	0.044	0.546	0.444	Null hypothesis accepted
10	6.83	6.44	0.591	0.546	0.444	Null hypothesis at 99% Confidential Value
11	7.05	7.56	0.488	0.546	0.444	Null hypothesis at 95%

						Confidential Value
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H01: There is no significant difference between the mean scores of Senior and Junior Frontline Executives in Retail Industry in terms of Organizational Factors.

S.NO.	SENIOR	JUNIOR	T-TEST (CALCULATED VALUE)	99% CONFIDENTIAL LEVEL	Factor	RESULT
1	17.44	16.22	0.388	0.546	Organizational Factor	Null hypothesis accepted

H02: There is no significant difference between the mean scores of Senior and Junior Frontline Executives in Retail Industry in terms of Group as a factor.

S. N O.	SENIOR	JUNIOR	T-TEST (CALCULATED VALUE)	99% CONFIDENTIAL LEVEL	Factor	RESULT
2.	12.28	11.06	0.133	0.546	Group	Null hypothesis accepted

H03: There is no significant difference between the mean scores of Senior and Junior Frontline Executives in Retail Industry in terms of Reward as a factor.

S. N O.	SENIOR	JUNIOR	T-TEST (CALCULATED VALUE)	99% CONFIDENTIAL LEVEL	Factor	RESULT
3.	12.22	11.39	0.390	0.546	Reward	Null hypothesis accepted

H04: There is no significant difference between the mean scores of Senior and Junior Frontline Executives in Retail Industry in terms of Psychological Factors.

SENIOR	JUNIOR	T-TEST (CALCULATED VALUE)	99% CONFIDENTIAL LEVEL	Factor	RESULT
11.17	10.83	0.692	0.546	Psychological Factor	Null hypothesis rejected at 99% Confidential level

H05: There is no significant difference between the mean scores of Senior and Junior Frontline Executives in Retail Industry in terms of Individual Factors.

S. N O.	SE NI OR	JU NI OR	T-TEST (CALCULATED VALUE)	99% CONFIDENTIAL LEVEL	Factor	RESULT
5.	19.89	18.06	0.125	0.546	Individual Factor	Null hypothesis accepted

H06: There is no significant difference between the mean scores of Senior and Junior Frontline Executives in Retail Industry in terms of Job Role.

S. N O.	SE NI OR	JU NI OR	T-TEST (CALCULATED VALUE)	99% CONFIDENTIAL LEVEL	Factor	RESULT
6.	10	10.22	0.847	0.546	Job Role	Null hypothesis rejected at 99% Confidential level

H07: There is no significant difference between the mean scores of Senior and Junior Frontline Executives in Retail Industry in terms of Internal Relationship.

S. N O .	SE NI O R	JU NI O R	T-TEST (CALCULATED VALUE)	99% CONFIDENTIAL LEVEL	Factor	RESULT
7.	17.78	17.28	0.747	0.546	Internal Relationship	Null hypothesis rejected at 99% Confidential level

H08: There is no significant difference between the mean scores of Senior and Junior Frontline Executives in Retail Industry in terms of External Factors.

S. N O .	SE NI O R	JU NI O R	T-TEST (CALCULATED VALUE)	99% CONFIDENTIAL LEVEL	Factor	RESULT
8.	7.67	7.17	0.411	0.546	External Factors	Null hypothesis accepted

H09: There is no significant difference between the mean scores of Senior and Junior Frontline Executives in Retail Industry in terms of Communication.

S. N O.	SE NIO R	JU NIO R	T-TEST (CALC ULATED VALUE)	99% CONFI DENTIA L LEVEL	Factor	RESULT
9.	6.84	5.44	0.044	0.546	Commu nication	Null hypothesis accepted

H010: There is no significant difference between the mean scores of Senior and Junior Frontline Executives in Retail Industry in terms of Feedback.

S. N O.	SE NI OR	JU NI OR	T-TEST (CAL CULATED VALU E)	99% CONFI DENTI AL LEVE L	Fac tor	RESULT
10 .	6.84	6.45	0.591	0.546	Fee dba ck	Null hypothesis rejected at 99% Confidential level

H011: There is no significant difference between the mean scores of Senior and Junior Frontline Executives in Retail Industry in terms of Other Factors.

S. N O.	SE NI OR	JU NI OR	T-TEST (CALCULATED VALUE)	95% CONFIDENTIAL LEVEL	Factor	RESULT
11.	7.06	7.56	0.488	0.444	Other Factors	Null hypothesis rejected at 95% Confidential level

Discussion

Eleven factors were found out through factor analysis that affect performance of frontline employees in Retail Industry. They are Organizational Factors, Group, Rewards, Psychological Factors, Individual Factors, Job Role, Internal Factors, External Relationship, Communication, Feedback and Others.

FACTOR 1: Organizational Factors

Organizational Factors is the important factor affecting the performance of frontline employees in Retail Industry. This clearly indicates that for a frontline employee in Retail

Industry its performance gets more affected due to work environment, organization's brand, its work culture, Goal Clarity to them and leadership style of top management.

FACTOR 2: Group Factors

Group Factor is second highest factor that affects the Performance of Frontline Executives in Retail Industry. Better Coordination, Teammates Performance and Group Tasks are some group factors that affect performance of Frontline Executives in Retail Industry. So as to improve performance of frontline executives Group Factors must be taken care.

FACTOR 3: Rewards

Reward can be monetary and non- monetary both depend on performance and management and its policies both. In this study reward is a third factor that affects performance of frontline executives and it includes recognition on performance, pay structure and facilities that are given to them by their organization on their performances.

FACTOR 4: Psychological Factors

Psychological factors though seems to have less impact but these are those factors that affects a lot, as it has its direct

relation with human mind, its thinking etc. According to study few psychological factors that affect a lot human performance in retail industry are mental preparation of employees, Emotional Intelligence and Work Pressure.

FACTOR 5: Individual Factors

Personal Innovation, Personal Growth, Gender Difference, Personality and Listening Skills of an individual are those individual factors that affect the Performance of Frontline Executives in Retail Industry.

FACTOR 6: Job Significance

Challenges in Job Tasks, Job Roles and Interested Job Tasks are few Job Significance Factors that affect the performance of frontline executives in retail sectors. If job significance is not clear to employees then it might put an impact on their performance as they must not be aware of exactly what their job demands.

FACTOR 7: Internal Relationship

Internal relationship means relationship inside the organization it might be between senior-subordinate,

subordinate-subordinate or senior-senior etc. According to this study Staff Cooperation and Healthy Relationship are two internal relationships which affect Performance of Frontline Executives in Retail Industry.

FACTOR 8: External Factors

External factors means factors outside the organization it might be govt., competitors or other factors which are not in control. Use of New Technology and Adequacy of Resources are few factors according to this study which comes under this factor.

FACTOR 9: Communication

Communication is most important factor which may affect working of many processes in any organization and here also it is one of the factors that affect Performance of Frontline Executive in Retail Industry and it includes clear communication of future plans and proper communication channels.

FACTOR 10: Feedback

Feedback is a circular causal process whereby some proportion of a system's output is returned (feed back) to the input. Feedback is a message which tells the team how it is performing.

Feedback is essential for a team to improve its performance. In this study Feedback factor includes customer feedback and other feedback method.

FACTOR 11: Other Factors

All other factors are summarized in one factor and named it as Other Factor this includes training and development and equality in treatment among employees.

These all are some factors which are identified in this study which affects performance of frontline executives' performance in Retail Industry.

t-test Discussion

It has been found that performance level of frontline executives both senior and junior level sector is almost same. Mean score of organizational factors affecting performance of frontline executives both at senior and junior level in retail sector is **17.44 and 16.22** respectively. T-test value also returns no significant difference between the mean scores of

senior and junior frontline executives' performance in Retail Industry. T1 value reported **0.38792**.

Since $t_1 < .546$ H01 is not rejected. (There is no significant difference between the mean scores of senior and junior frontline employees' performance in retail industry in terms of organizational factors). **H01 is accepted.**

It has been found that performance level of frontline executives both senior and junior level sector is almost same. Mean score of Groups affecting performance of frontline executives both at senior and junior level in retail sector is **12.28** and **11.06** respectively. T-test value also returns no significant difference between the mean scores of senior and junior frontline executives' performance in Retail Industry. T2 value reported **0.132655**.

Since $t_2 < .546$ H02 is not rejected. (There is no significant difference between the mean scores of senior and junior frontline employees' performance in retail industry in terms of group). **H02 is accepted**

It has been found that performance level of frontline executives both senior and junior level sector is almost same. Mean score of Rewards affecting performance of frontline

executives both at senior and junior level in retail sector is **12.22** and **11.39** respectively. T-test value also returns no significant difference between the mean scores of senior and junior frontline executives' performance in Retail Industry. T3 value reported **0.38955**.

Since $t_3 < .546$ H03 is not rejected. (There is no significant difference between the mean scores of senior and junior frontline employees' performance in retail industry in terms of rewards). **H03 is accepted.**

It has been found that performance level of frontline executives both senior and junior level sector is not same. Mean score of factors affecting performance in terms of psychological factor senior employees reported **11.17** and mean score of factors affecting performance in terms of psychological factor junior employees reported **10.83**. T-test value also returns significant difference between the mean scores of senior and junior frontline executives' performance in Retail Industry. T4 value reported **0.692**.

Since $t_4 > .546$ H04 is rejected. (There is significant difference between the mean scores of senior and junior frontline employees' performance in retail industry in terms of psychological factors). **H04 is rejected.**

It has been found that performance level of frontline executives both senior and junior level sector is almost same. Mean score of Individual Factors affecting performance of frontline executives both at senior and junior level in retail sector is **19.89** and **18.06** respectively. T-test value also returns no significant difference between the mean scores of senior and junior frontline executives' performance in Retail Industry. T5 value reported **0.12544**.

Since $t_5 < .546$ H05 is not rejected. (There is no significant difference between the mean scores of senior and junior frontline employees' performance in retail industry in terms of individual factors). **H05 is accepted.**

It has been found that performance level of frontline executives both senior and junior level sector is not same. Mean score of factors affecting performance in terms of Job Role senior employees reported **10** and mean score of factors

affecting performance in terms of Job Role junior employees reported **10.22**. T-test value also returns significant difference between the mean scores of senior and junior frontline executives' performance in Retail Industry. T6 value reported **0.84691**. Since $t_6 < .546$ H06 is rejected. (There is significant difference between the mean scores of senior and junior frontline employees' performance in retail industry in terms of job role). **H06 is rejected.**

It has been found that performance level of frontline executives both senior and junior level sector is not same. Mean score of factors affecting performance in terms of internal relationship senior employees reported **17.78** and mean score of factors affecting performance in terms of Job Role junior employees reported **17.28**. T-test value also returns significant difference between the mean scores of senior and junior frontline executives' performance in Retail Industry. T7 value reported **0.74693**.

Since $t_7 < .546$ H07 is rejected. (There is significant difference between the mean scores of senior and junior frontline employees' performance in retail industry in terms of internal relationship). **H07 is rejected.**

It has been found that performance level of frontline executives both senior and junior level sector is not same.

Mean score of external factors affecting performance of frontline executives both at senior and junior level in retail sector is **7.67** and **7.17** respectively. T-test value also returns significant difference between the mean scores of senior and junior frontline executives' performance in Retail Industry. T8 value reported **0.41123**.

Since $t_8 < .546$ H08 is not rejected. (There is no significant difference between the mean scores of senior and junior frontline employees' performance in retail industry in terms of external factors). **H08 is accepted.**

It has been found that performance level of frontline executives both senior and junior level sector is almost same. Mean score of Communication affecting performance of frontline executives both at senior and junior level in retail sector is **6.84** and **5.45** respectively. T-test value also returns no significant difference between the mean scores of senior and junior frontline executives' performance in Retail Industry. T9 value reported **0.04431**.

Since $t_9 < .546$ H09 is not rejected. (There is no significant difference between the mean scores of senior and junior frontline employees' performance in retail industry in terms of communication). **H09 is accepted.**

It has been found that performance level of frontline executives both senior and junior level sector is not same. Mean score of factors affecting performance in terms of feedback senior employees reported **6.84** and mean score of factors affecting performance in terms of feedback junior employees reported **6.45**. T-test value also returns significant difference between the mean scores of senior and junior frontline executives' performance in Retail Industry. T10 value reported **0.59077**.

Since $t_{10} > .546$ H_{10} is rejected. (There is significant difference between the mean scores of senior and junior frontline employees' performance in retail industry in terms of feedback). **H10 is rejected.**

It has been found that performance level of frontline executives both senior and junior level sector is not same. Mean score of factors affecting performance in terms of other factors senior employees reported **7.06** and mean score of factors affecting performance in terms of other factors junior employees reported **7.56**. T-test value also returns significant difference between the mean scores of senior and junior

frontline executives' performance in Retail Industry. T11 value reported **0.48771**.

Since $t_{11} > .444$ H_{11} is rejected. (There is significant difference between the mean scores of senior and junior frontline employees' performance in retail industry in terms of other factors). **H011 is rejected.**

Conclusion

This study identifies a range of factors that have been shown to be consistently linked to performance of frontline executives. They are Organizational Factors, Group, Rewards, Psychological Factors, Individual Factors, Job Role, Internal Factors, External Relationship, Communication, Feedback and Other Factors. Among these entire factors organizational factor is the most affecting factor that affects the most performances of frontline executives in retail industry. Factors which are determined in this study can help employers to understand the general nature of factors affecting performance. Understanding the key problem areas, the performance of frontline executives can be improved using this study and its factors. Access to data is necessary for understanding various factors affecting performance in Retail Industry.

After applying T-test it can also be concluded that *Psychological Factors, Job Role, Internal Relationship, Feedback and Other Factors* are few factors that have its significant impact on age differences and performances of frontline executives in Retail Industry.

On the basis of discussion done above it can also be said that out of 11 factors 5 are those factors which affects performance of frontline executives. And also it can be concluded that age has less impact on performance but then also it is a factor to measure performance which cannot be neglected.

Suggestions

The study can be conducted in wide geographical domain at large scale. So that concluding research can be executed in this direction.

Apart from factors determined in this research that affects performance there are many other factors which affect the employee performance, therefore that can be considered in future research. As in this research study merely factors affecting performance of frontline executives in Retail Industry have been considered to understand the affects of

various factors on performance, but in future different factors related to job which affect dramatically the Performance of Frontline Employees can be considered. Different factors can be:

- Alertness during job.
- Practical Knowledge related with job.
- Future prospectus.
- Locality of situation like Cosmopolitan and Metropolitan.
- Opportunities in organization. Etc.

This research is initiation just to know the *factors affecting performance of frontline executives in retail industry*. The in-depth research of factors affecting performance in other industry can add value to the field of management for putting a check on the unwanted higher attrition or more retention rate of employees in organization.

This study can be done in more structured manner to get much better results. It can also be helpful in brainstorming, recruitment and selection etc. All factors can be joined

together and an open discussion can be done so as to get much better results and its actual impact on performance.

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