



Role of Data analytics in Communication and Data Driven world

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BACKGROUND AND OBJECTIVE

1. Indian retail sector has gone through lots of transformation. Managing workforce in retail sector is a huge challenge.
2. We found that there is shortage of skilled labours and high attrition around 50-60%.
3. This study deals with identifying the factors that affect attrition in retail industry using Herzberg's motivation theory in a retail organization.

HERZBERG'S TWO FACTOR THEORY

1. Herzberg's theory is being used in this study to identify the factors that affect attrition with the help of job satisfaction.
2. Herzberg's (1960) coined this theory with a belief different from the approach to view Job satisfaction and Job Dissatisfaction as opposite end in the same continuous sequence.
3. According to the researcher there are two factors hygiene and motivation factors. Hygiene factors prevent dissatisfaction and does not lead to satisfaction. Motivators are the real factors that motivate employees.

CLASSIFICATION OF INDICATORS

(Based on Herzberg's two factor theory)

MOTIVATION FACTORS	HYGIENE FACTORS
Achievement	Company policy
Advancement	Relationship with peers
Work itself	Relationship with supervisor
Recognition	Money
Growth	Working conditions
	Job Satisfaction
	Love of Money
	Pay satisfaction

THREE COMPONENT MODEL OF COMMITMENT

John Meyer and Natalie Allen developed their Three Component Model of Commitment in 1991. According to this publication there are three components.

1. Affective commitment: It occurs when the employee feels there is a strong attachment towards organization.
2. Continuance commitment: It occurs when the employee feels there is huge loss that he/she has to face after leaving the organization.
3. Normative commitment: It occurs when there are several other factors which make the employee to stay in organization. It may be Brand loyalty or restrictions in their personal life.

METHODOLOGY

In this study 191 responses were recorded from sales employees in a retail store at a tier-3 city.

1. The questionnaire was generated by using Herzberg's two factor theory scale and three model of commitment scale.
2. Linear regression analysis is being used to identify the factors that affect job satisfaction in retail and We have also identified the level of employee's commitment towards the organization.
3. Anova is being used to identify how the factors differs with age groups.

ANALYSIS RESULTS

FACTORS	95% SIGNIFICANT
HERZBERG'S TWO FACTOR THEORY	
Achievement	Significant
Work itself	Significant
Money	Significant
Working Conditions	Significant
COMMITMENT SCALE	
Continuance Commitment	Significant
Normative Commitment	Significant

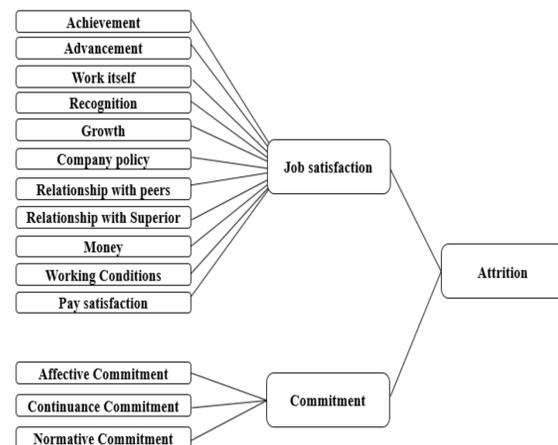
DISCUSSION WITH RESPECT TO RESULTS

1. Working Conditions: Employees in the retail organization experience comfortable working conditions since retail outlets in organized sector are fully air-conditioned, have music playing and sales people make entire location deemed to be comfortable
2. Work itself: Employees in the retail organization, especially sales employees experience a vibrant atmosphere to deliver their service to customers
3. Money: Employees in the retail organization, especially sales employees have their performance linked with distinct monetary rewards and incentives
4. Achievement: Employees in the retail organization, especially sales employees experience their service delivery recognized by higher authorities. Since they show their positive attitude directly with customers while selling

With respect to the relationship of Organizational commitment with job satisfaction, the factor

1. Affective commitment is not significant since sales employees perhaps do not have true personal commitment with the organization. Human resources have to build a good relation with them in order to bring service to next level.
2. Normative commitment is very significant with job satisfaction since they show Brand loyalty towards the retail organization.
3. Continuance commitment is very significant since their earning capacity is very low and they may be single earning person in the family. Opportunities outside are very less since retail outlets in India are getting organized very late.

CONCEPTUAL MODEL



ANOVA RESULT

Based on analysis using ANOVA we could check whether attrition factors differ with different age groups. We found that attrition factors are not differing with different age factors (since P value is greater than 0.05). From the analysis, we can reject alternate hypothesis and accept null hypothesis which says there is no difference in factors that affect attrition with age groups.

ACCEPTANCE IN CONFERENCE

International Conference on "Communication and Signal Processing" - ICCSP' 17 will take place in Melmaruvathur, Tamilnadu, India on 6th,7th & 8th April 2017

LIMITATIONS

Questionnaire that is used are available in English and due to native language people, who work as sales people in retail stores, we have converted all the questions their native language. It is being assumed that everyone had answered the questionnaire with honest and accurate. The findings apply only to Tier-3 city retail store. In future if time permits we have planned to extend the research by increasing factors to employee confidence, feedback, and leadership styles.