

**ANALYTICAL STUDY ON THE
EFFECTIVENESS OF STRATEGIES
ADOPTED FOR EMPLOYEE
RETENTION IN ORGANISED APPAREL
RETAIL SECTOR**

**A THESIS SUBMITTED TO THE
UNIVERSITY OF MUMBAI
FOR THE
Ph.D. (COMMERCE AND MANAGEMENT) DEGREE IN
MANAGEMENT STUDIES**

**SUBMITTED BY
Mrs. TRUPTI SACHIN GUPTE**

**UNDER THE GUIDANCE OF
Dr. TEJASHREE DESHMUKH**

**PTVA's INSTITUTE OF MANAGEMENT,
CHITRAKAR KETKAR MARG, BEHIND M.L. DAHANUKAR COLLEGE,
VILE PARLE EAST, MUMBAI, MAHARASHTRA, 400057**

MARCH 2025

STATEMENT BY THE CANDIDATE

As required by the University Ordinance 770, I wish to state that the work embodied in this thesis titled **“ANALYTICAL STUDY ON THE EFFECTIVENESS OF STRATEGIES ADOPTED FOR EMPLOYEE RETENTION IN ORGANISED APPAREL RETAIL SECTOR”** forms my own contribution to the research work carried out under the guidance of Dr. Tejashree Deshmukh at the PTVA's Institute of Management, Chitrakar Ketkar Marg, Behind M.L. Dahanukar College, Vile Parle East, Mumbai, Maharashtra 400057. This work has not been submitted for any other degree of this or any other University. Wherever references have been made to previous works of others, it has been clearly indicated as such and included in the Bibliography.



Signature of Candidate
Mrs. Trupti Sachin Gupte

Certified by



Signature of Research Guide
Dr. Tejashree Deshmukh

CERTIFICATE OF ORIGINALITY

This is to certify that the thesis titled "**ANALYTICAL STUDY ON THE EFFECTIVENESS OF STRATEGIES ADOPTED FOR EMPLOYEE RETENTION IN ORGANISED APPAREL RETAIL SECTOR**", is a bonafide work of **Mrs. Trupti Sachin Gupte** (Ph.D. Registration Number–01/26-04-2019), submitted to the University of Mumbai in partial fulfilment of the requirement for the award of the degree of Ph.D.(Commerce and Management) in Management Studies.



Dr. Tejashree Deshmukh

Research Guide

DECLARATION

I declare that this written submission represents my ideas in my own words and where others' ideas or words have been included, I have adequately cited and referenced the original sources.

I also declare that I have adhered to all principles of academic honesty and integrity and have not misrepresented or fabricated or falsified any idea/ data/ fact/ source in my submission.

I understand that any violation of the above will cause disciplinary action by the Institute and can also evoke penal action from the sources which have thus not been properly cited or from whom proper permission has not been taken when needed.



(Signature)

Mrs. Trupti Sachin Gupte

(Ph.D. Registration No. 01/26-04-2019)

ACKNOWLEDGEMENT

I begin this acknowledgment by expressing my deepest gratitude to the Almighty, whose blessings, guidance, and grace have been my unwavering source of strength throughout this journey of completing my Ph.D. thesis, “**Analytical Study on the Effectiveness of Strategies Adopted for Employee Retention in the Organised Apparel Retail Sector.**”

I am profoundly thankful to my guide, **Dr. Tejashree Deshmukh**, for her insightful guidance, meticulous feedback, and steadfast encouragement and unwavering belief in my potential. Her expertise and patience have been instrumental in shaping the direction and quality of this research.

I extend my heartfelt gratitude to **CA Anil Ganu, President of PTVA**, for his visionary leadership and inspiring support, which have been a constant source of motivation throughout this academic endeavour.

I also wish to express my sincere appreciation to **CA Pramod Lele, Mentor of PTVAIM**, for his thoughtful guidance and constructive suggestions,. His mentorship has been a cornerstone of this achievement.

My sincere thanks go to **Dr. Harsolekar, Advisor at PTVA’s Institute of Management**, for his encouraging advice, innovative insights, and dedicated support, which has greatly contributed to this journey.

I am deeply grateful to the late **Dr. Snehlata Deshmukh** madam, former Vice Chancellor of the University of Mumbai and mentor to PTVAIM, a towering academic leader whose vision and instrumental efforts in establishing the research centre continues to be a blessing for researchers like me.

I also extend my deepest gratitude to **Dr. Bhavesh Vaity, Mr. Ajinkya Kumawat**, colleagues and the non-teaching staff members of PTVA’s Institute of Management for their unwavering support, collaborative spirit, and kindness. Their assistance in

administrative, technical, and intellectual matters has been invaluable, and their professional camaraderie has enriched my research experience in numerous ways.

I am sincerely thankful to the professionals from the organised apparel retail sector, whose willingness to share their valuable time and insights made this research possible. Lastly, with immense love and respect, I acknowledge the unwavering support of my **parents (Mrs Ashwini Deshmukh and Mr. Kishor Deshmukh) and parents in-laws (Mrs. Sucheta Gupte and Mr. Anant Gupte)**, whose blessings and encouragement have been my bedrock of strength. Their faith in me has been a constant source of motivation, even during the most challenging times.

To my husband, **Mr. Sachin Gupte**, I owe my deepest thanks for being my rock, my confidant, and my greatest cheerleader. His boundless patience, unconditional love, and steadfast support have been instrumental in helping me pursue and achieve this important academic, professional and a major personal milestone.

This thesis is a reflection of the collective efforts and encouragement of all these individuals, and I humbly offer my heartfelt thanks to each one of them for their unique and invaluable contributions.



Mrs. Trupti Sachin Gupte

List of Tables

Sr. No.	Table No.	List of Tables	Page Number
1	Table 3.01	Employee Retention: Need and Impact in Organised Apparel Retail Sector	51
2	Table 3.02	Training and Development and Employee Retention	55
3	Table 3.03	Performance-Based Rewards and Recognition and Employee Retention	58
4	Table 3.04	Cross-Functional Job Rotation and Employee Retention	62
5	Table 3.05	Flexible Working Hours Policy and Employee Retention	65
6	Table 3.06	Higher Education and Employee Retention	69
7	Table 3.07	Job Motivation as Moderator Influencing Effectiveness of Retention Strategies	72
8	Table 3.08	Job Satisfaction as Moderator Influencing Effectiveness of Retention Strategies	76
9	Table 4.01	Results of the Pilot Study	92
10	Table 5.01	Classification of Tenure in the Current Organisation	96
11	Table 5.02	Classification of Number of Training Programs Attended Since Joining	97
12	Table 5.03	Classification of Performance-Based Rewards and Recognition Program Offered in the Organisation	98
13	Table 5.04	Classification of Satisfied with the Performance-Based Rewards and Recognition Program	99
14	Table 5.05	Classification of Undertaken Cross Functional Job Rotation in the Current/Past Organisation	100
15	Table 5.06	Classification of Benefits from Cross Functional Job Rotation in Current/Past Role	101
16	Table 5.07	Classification of Organisation Provides Flexible Working Hour Policy	102
17	Table 5.08	Classification of Availing the Benefit of Flexible Working Hours	103
18	Table 5.09	Classification of Organisation Encourage or Provide Support for Pursuing Higher Education	104

19	Table 5.10	Classification of Pursuing Higher Education Helps Grow in the Current Work Profile	105
20	Table 5.11	Weighted Average Mean for Training & Development	106
21	Table 5.12	Weighted Average Mean for Performance Based Rewards and Recognition	109
22	Table 5.13	Weighted Average Mean for Cross Functional Job Rotation	111
23	Table 5.14	Weighted Average Mean for Flexible Working Hours Policy	113
24	Table 5.15	Weighted Average Mean for Higher Education	115
25	Table 5.16	Weighted Average Mean for Employee Retention	117
26	Table 5.17	Weighted Average Mean for Job Motivation	119
27	Table 5.18	Weighted Average Mean for Job Satisfaction	120
28	Table 5.19	Cronbach's Alpha (α) for Training and Development	123
29	Table 5.20	Cronbach's Alpha (α) for Performance Based Rewards and Recognition	125
30	Table 5.21	Cronbach's Alpha (α) for Cross Functional Job Rotation	126
31	Table 5.22	Cronbach's Alpha (α) for Flexible Working Hours' Policy	127
32	Table 5.23	Cronbach's Alpha (α) for Higher Education	128
33	Table 5.24	Cronbach's Alpha (α) for Employee Retention	129
34	Table 5.25	Cronbach's Alpha (α) for Job Motivation	130
35	Table 5.26	Cronbach's Alpha (α) for Job Satisfaction	131
36	Table 5.27	Summary of Reliability Statistics for Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction to determine Employee Retention in Organised Apparel Retail Sector	131
37	Table 5.28	Model Summary	132
38	Table 5.29	ANOVA	133
39	Table 5.30	Standardised and Unstandardised Regression Coefficients	134

40	Table 5.31	Chi-Square Test Values for Training and Development	135
41	Table 5.32	Spearman Rank Correlation for [Performance-Based Rewards and Recognition * Employee Retention]	138
42	Table 5.33	Chi-Square Test Values for Cross Functional Job Rotation	139
43	Table 5.34	Chi-Square values for Flexible Working Hours Policy	140
44	Table 5.35	Spearman Rank Correlation for [Higher Education * Employee Retention]	142
45	Table 5.36	Spearman Rank Correlation for [Job Motivation * Employee Retention]	143
46	Table 5.37	Spearman Rank Correlation for [Job Satisfaction * Employee Retention]	144
47	Table 5.38	KMO and Bartlett's Test of Hypothesis (for factor analysis)	145
48	Table 5.38 (a)	Communalities to determine Training and Development	145
49	Table 5.38 (b)	Eigen Values explaining the Percentage of Variance to determine Training and Development	147
50	Table 5.38 (c)	Rotated Component Matrix (for deciding the number of factors) to determine Training and Development	149
51	Table 5.39	KMO and Bartlett's Test of Hypothesis (for factor analysis)	152
52	Table 5.39 (a)	Communalities determine Performance Based Rewards and Recognition	152
53	Table 5.39 (b)	Eigen Values explaining the Percentage of Variance determine Performance Based Rewards and Recognition	153
54	Table 5.39 (c)	Rotated Component Matrix (for deciding the number of factors) determine Performance Based Rewards and Recognition	154
55	Table 5.40	KMO and Bartlett's Test of Hypothesis (for factor analysis)	157
56	Table 5.40 (a)	Communalities for Cross functional Job Rotation	157
57	Table 5.40 (b)	Eigen Values explaining the Percentage of Variance for Cross functional Job Rotation	158

58	Table 5.40 (c)	Rotated Component Matrix (for deciding the number of factors) for Cross functional Job Rotation	159
59	Table 5.41	KMO and Bartlett's Test of Hypothesis (for factor analysis)	161
60	Table 5.41 (a)	Communalities for Flexible Working Hours Policy	162
61	Table 5.41 (b)	Eigen Values explaining the Percentage of Variance for Flexible Working Hours Policy	163
62	Table 5.41 (c)	Rotated Component Matrix (for deciding the number of factors) for Flexible Working Hours Policy	164
63	Table 5.42	KMO and Bartlett's Test of Hypothesis (for factor analysis)	166
64	Table 5.42 (a)	Communalities for Higher Education	166
65	Table 5.42 (b)	Eigen Values explaining the Percentage of Variance for Higher Education	167
66	Table 5.42 (c)	Rotated Component Matrix (for deciding the number of factors) for Higher Education	168
67	Table 5.43	KMO and Bartlett's Test of Hypothesis (for factor analysis)	170
68	Table 5.43 (a)	Communalities for Employee Retention	170
69	Table 5.43 (b)	Eigen Values explaining the Percentage of Variance for Employee Retention	171
70	Table 5.43 (c)	Rotated Component Matrix (for deciding the number of factors) for Employee Retention	172
71	Table 5.44	KMO and Bartlett's Test of Hypothesis (for factor analysis)	174
72	Table 5.44 (a)	Communalities for Job Motivation	174
73	Table 5.44 (b)	Eigen Values explaining the Percentage of Variance for Job Motivation	175
74	Table 5.44 (c)	Rotated Component Matrix (for deciding the number of factors) for Job Motivation	176
75	Table 5.45	KMO and Bartlett's Test of Hypothesis (for factor analysis)	177
76	Table 5.45 (a)	Communalities for Job Satisfaction	178
77	Table 5.45 (b)	Eigen Values explaining the Percentage of Variance for Job Satisfaction	179

78	Table 5.45 (c)	Rotated Component Matrix (for deciding the number of factors) for Job Satisfaction	179
79	Table 5.46	Summary Table of Factor Analysis for Employee Retention in Organised Apparel Retail Sector	181
80	Table 5.47	Summary Table of Hypothesis	187
81	Table 6.01	Summary of Reliability Statistics for Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction to determine Employee Retention in Organised Apparel Retail Sector	201
82	Table 6.02	Standardised and Unstandardised Regression Coefficients	202
83	Table 6.03	Summary Table of Factor Analysis for Employee Retention in Organised Apparel Retail Sector	215

LIST OF CHARTS

Sr. No.	Chart No.	List of Charts	Page Number
1	Chart 5.01	Classification of Tenure in the Current Organisation	97
2	Chart 5.02	Classification of Number of Training Programs Attended Since Joining	98
3	Chart 5.03	Classification of Performance-Based Rewards and Recognition Program Offered in the Organisation	99
4	Chart 5.04	Classification of Satisfied with the Performance-Based Rewards and Recognition Program	100
5	Chart 5.05	Classification of Undertaken Cross Functional Job Rotation in the Current/Past Organisation	101
6	Chart 5.06	Classification of Benefits from Cross Functional Job Rotation in Current/Past Role	102
7	Chart 5.07	Classification of Organisation Provides Flexible Working Hour Policy	103
8	Chart 5.08	Classification of Availing the Benefit of Flexible Working Hours	104
9	Chart 5.09	Classification of Organisation Encourage or Provide Support for Pursuing Higher Education	105
10	Chart 5.10	Classification of Pursuing Higher Education Helps Grow in the Current Work Profile	106

LIST OF FIGURES

Sr. No.	Figure No.	List of Figures	Page Number
1	Figure 2.01	Market Value Surge in India's Apparel Sector	34
2	Figure 2.02	Evolving Sales Dynamics in Organised Apparel Retail	35
3	Figure 2.03	Escalating Penetration of Organised Apparel and Accessories Retail in India (FY2012 - FY2021)	35
4	Figure 2.04	Comprehensive Export Figures for Apparel, Textile, and Footwear in 2016 (42.24 billion dollars)	36
5	Figure 2.05	Holistic Overview of Apparel, Textile, and Footwear Imports in 2016 (\$ 5.9 billion)	37
6	Figure 4.01	Conceptual Framework	81
7	Figure 5.01	UNSTANDARDISED ESTIMATES for Effectiveness of strategies adopted for Employee Retention	183
8	Figure 5.02	STANDARDISED ESTIMATES for Effectiveness of strategies adopted for Employee Retention	184

LIST OF ABBREVIATIONS

Sr. No.	Abbreviation	Full Form
1	AGFI	Adjusted Goodness of Fit Index
2	AI	Artificial Intelligence
3	AR	Augmented Reality
4	CAGR	Compound Annual Growth Rate
5	CF	Cross Functional
6	CFI	Comparative Fit Index
7	DF	Degrees Of Freedom
8	DTC	Direct To Consumer
9	ER	Employee Retention
10	FDCI	Fashion Design Council of India
11	FDI	Foreign Direct Investment
12	FW	Flexible Working
13	GDP	Gross Domestic Product
14	GFI	Goodness of Fit Index
15	GST	Goods and Services Tax
16	HE	Higher Education
17	HR	Human Resources
18	HRM	Human Resource Management
19	IFI	Incremental Fit Index
20	IIFD	Indian Institute of Fashion Design
21	IoT	Internet of Things
22	IT	Information Technology
23	IV	Independent Variable
24	JM	Job Motivation
25	JS	Job Satisfaction
26	LPG	Liberalisation, Privatisation, and Globalisation
27	MCQ	Multiple Choice Question
28	MMR	Mumbai Metropolitan Region
29	MV	Moderating Variable
30	NFI	Normalised Fit Index
31	NIFT	National Institute of Fashion Technology
32	PBRR	Performance Based Reward and Recognition
33	RMSEA	Root Mean Square Error of Approximation
34	SEM	Structural Equation Modelling
35	Sig	Significance Level
36	TD	Training and Development
37	TLI	Tucker Lewis Index
38	USP	Unique Selling Proposition
39	VR	Virtual Reality

TABLE OF CONTENTS

Sr. No.	Topics	Page Number
	Statement by the Candidate	i
	Certificate of Originality	ii
	Declaration	iii
	Acknowledgement	iv
	List of Tables	vi
	List of Charts	xi
	List of Figures	xii
	List of Abbreviations	xiii
1	Introduction	1
	1.1 Organised Apparel Retail Sector	1
	1.2 Employee Turnover and Challenges in the Organised Apparel Retail Sector	3
	1.3 Employee Retention Challenges in the Organised Apparel Retail	5
	1.4 Employee Retention Strategies	6
	1.5 Statement of the Problem	16
	1.6 Aims and Objectives	17
	1.7 Research Questions	19
	1.8 Scope of the Study	20
	1.9 Significance of the Study	20
	1.10 Structure of the Thesis	21
2	Sector Overview	23
	2.1 Introduction	23
	2.2 Features and Segments of the Organised Apparel Retail Sector	24
	2.3 Major Characteristics of Work and Employment in the Organised Apparel Retail Sector	26
	2.4 Factors Responsible for the Growth of the Organised Apparel Retail Sector	29
	2.5 Impact of Organised Apparel Retail Sector on Formal & Informal Sectors of Industry	32
	2.6 Top Indian Organised Apparel Retail Sector and their Revenues, Employee Strength	34
	2.7 Challenges and Problems Faced by Organised Apparel Retail Sector in India	39
	2.8 Current and Future Trends in Indian Organised Apparel Retail Sector	43
	2.9 Conclusion	46
3	Literature Review	48
	3.1 Introduction	48

	3.2 Employee Retention: Need and Impact in Organised Apparel Retail Sector	48
	3.3 Training and Development and Employee Retention	52
	3.4 Performance-Based Rewards and Recognition and Employee Retention	56
	3.5 Cross Functional Job Rotation and Employee Retention	59
	3.6 Flexible Working Hours Policy and Employee Retention	63
	3.7 Higher Education and Employee Retention	66
	3.8 Job Motivation as Moderator Influencing Effectiveness of Retention Strategies	70
	3.9 Job Satisfaction as Moderator Influencing Effectiveness of Retention Strategies	74
	3.10 Research Gap	77
4	Research Methodology	79
	4.1 Introduction	79
	4.2 Research Design	80
	4.3 Exploratory Research Design	80
	4.4 Research Framework	80
	4.5 Conceptual Framework	81
	4.6 Development of Research Variables for the Current Study	82
	4.7 Objectives of the Study	82
	4.8 Formulation of Hypothesis	83
	4.9 Descriptive Research Design	84
	4.10 Data Collection	85
	4.11 Questionnaire Design	86
	4.12 Pilot Testing of the Questionnaire	92
	4.13 Sampling Design	92
	4.14 Research Area	95
	4.15 Statistical Tools Used	95
5	Data Analysis and Interpretation	96
	5.1 Introduction	96
	5.2 Descriptive Analysis	96
	5.3 Inferential Analysis	121
	5.4 Reliability Analysis for Employee Retention in the Organised Apparel Retail Sector	123
	5.5 Test of Validity for Employee Retention in the Organised Apparel Retail Sector	132
	5.6 Hypothesis Testing	135
	5.7 Factor Analysis	145
	5.7.1 Factor Analysis to determine Training and Development	145
	5.7.2 Factor Analysis to determine Performance Based Rewards and Recognition	152
	5.7.3 Factor Analysis for Cross functional Job Rotation	156

	5.7.4 Factor Analysis for Flexible Working Hours Policy	161
	5.7.5 Factor Analysis for Higher Education	165
	5.7.6 Factor Analysis for Employee Retention	170
	5.7.7 Factor Analysis for Job Motivation	174
	5.7.8 Factor Analysis for Job Satisfaction	177
	5.8 Structural Equation Modelling (SEM) for Effectiveness of Strategies Adopted for Employee Retention	181
6	Findings	192
	6.1 Introduction	192
	6.2 Elaboration of the Findings	192
	6.3 Weighted Average Mean	197
	6.4 Inferential Analysis	200
	6.5 Hypothesis Testing	203
	6.6 Factor Analysis	207
	6.7 Structural Equation Modelling (SEM) for Effectiveness of Strategies Adopted for Employee Retention	216
7	Conclusion	218
	7.1 Introduction	218
	7.2 Recommendations and Suggestions	218
	7.3 Conclusion	220
	7.4 Limitations of the Study	221
	7.5 Scope for Further Study	223
	References	225
	Annexures	
	Questionnaire	261
	Papers Published	280
	Paper Presented Certificate	290
	Plagiarism Digital Receipt and Similarity Page	291
	Synopsis	293

Chapter 1

Introduction

Chapter 1: Introduction

Research Background:

1.1 Organised Apparel Retail Sector

The organised apparel retail sector in India denotes large-scale, systematic retail establishments such as chain stores, franchises, and sizeable independent outlets that sell clothing and accessories under prominent brands. This domain has come a long way from its initial setup characterised by small-scale, mostly unorganised marketing outlets to retail sectors that sell organised clothing within India. Today's version consists of larger organisations that have more control over everything from distribution to marketing and advertising. Organised apparel retailing refers to retail setups dealing in apparels that are owned by companies (private or government) who have the license to sell their products and are registered for GST, income tax, etc. Here the customer walks into the stores for buying their necessary products.

The growth of the sector is fuelled due to enhanced disposable incomes and urbanisation. The increased penetration of technology coupled with government policies promoting foreign direct investment (FDI) have accelerated the growth of organised retail in India. These measures have streamlined operations, minimised logistical challenges, and boosted transparency and efficiency within this field.

The global apparel market has experienced rapid growth, with its total value rising from 610.12 billion dollars in 2022 to 652.94 billion dollars in 2023, at a compound annual growth rate (CAGR) of 7%. The organised apparel retail sector, encompassing single-brand and multi-brand stores, has been a driving force behind this growth. In India, the organised apparel retail sector has witnessed the entry of various home-grown and foreign brands, contributing around 2% to the country's GDP and 11% to total exports. The industry has witnessed substantial expansion and change, influenced by factors like increased disposable incomes and evolving consumer preferences (IBEF, 2023; Invest India, 2023; Indian Trade Portal, 2023; Ayodeji et al., 2020; HR & Aithal, 2020). Organised retail establishments meet these expectations by providing a large selection of domestic and foreign clothing brand names, creating a smooth shopping experience.

Organised apparel retail sector in India has seen its growth not just in malls but also in freestanding businesses and franchise models. Leading clothing organisations have developed their presence in several places, allowing customers to shop at their preferred stores without going to malls. With the help of components like shop design, visual merchandising, and personalised customer service, these independent retailers frequently concentrate on developing distinctive brand experiences (Rana & Shankar, 2020).

Mumbai Metropolitan Region, standing prominently as one of India's most esteemed and fashionable cities, has garnered the distinguished title of the country's fashion capital. The city thrives amidst the global fashion sector, with renowned malls such as Oberoi Mall, Phoenix, Palladium, Jio High Street, and R City Mall adding to its allure.

Despite its rapid growth and economic significance, the organised apparel retail sector faces several challenges, one of the most critical being the high rate of employee turnover. High turnover not only incurs substantial recruitment and training costs but also disrupts organisational stability and reduces overall productivity (Rana & Shankar, 2020). Retaining skilled and experienced employees is crucial for maintaining a competitive edge and ensuring smooth operations.

This study aims to explore the effectiveness of various employee retention strategies implemented by organisations in the organised apparel retail sector, focusing on both male and female employees.

Employee retention strategies, such as training and development, performance-based rewards and recognition, cross functional job rotation, flexible working hours and assistance for higher education, play a pivotal role in enhancing job satisfaction and organisational loyalty. Despite the widespread implementation of these strategies, there remains limited knowledge about their actual impact and effectiveness in the organised apparel retail sector.

This research addresses this gap by evaluating how these strategies influence employee retention rates and identifying the key determinants of their success. By understanding the strengths and weaknesses of current practices, the study seeks to provide actionable insights and develop a strategic framework to help organisations optimise their retention efforts and reduce turnover rates.

Through a comprehensive review of existing literature and empirical data collected from employees in Mumbai Metropolitan Region's organised apparel retail sector, this study offers a detailed analysis of the current state of employee retention strategies. The findings will not only contribute to academic knowledge but also provide practical recommendations for industry practitioners.

Ultimately, this research enhances the understanding of effective employee retention strategies, leading to more stable and committed workforces, improved organisational performance, and long-term success in the competitive apparel retail sector.

1.2 Employee Turnover and Challenges in the Organised Apparel Retail Sector

It has been noted that the level of employee turnover in the organised apparel retail sector remains high which needs to be addressed to reduce turnover, of which different reasons behind employee turnover have been discussed below. Employee turnover has been a major challenge for the organised apparel retail sector, in which an extensive review based on several demographic factors has been done by Aponso et al. (2021).

The intense competition within organisations, drives the focus of the management towards cost cutting than over revenue growth, by keeping compensation structures at a low level. This results in the stagnancy of the wages and growth opportunity. When the competitors expand, opportunities crop up leading to exodus, regardless of the generation of the employees.

Additionally, Jayawardena & Jayawardena (2020) has noted the lack of both intrinsic as well as extrinsic reward system when compared with other sectors. This leads to two specific challenges. Firstly, the employee who engages in a sales job may shift to

another sector which has higher benefit prospects due to minimal difficulty in acquiring low-level skills and a propensity to earn higher. Secondly, the employee who is engaged in a higher-level management position could be willing to shift within the industry even at a lesser gain from a shift when compared to other sectors.

This industry has largely been dominated by female employees at lower levels which has been explored by Deegahawature & Rajapaksha (2020). There is a lack of a clear policy structure which has focused on the needs of female employees which leads to a higher level of employee turnover among them. This also reflects the lack of management in being able to understand the needs of the major section of employees, which when attributed to male employees explain the higher level of turnover in the industry. On the other hand, male employees also face major concerns like more working hours and stress faced, while working in malls, making them consider quitting despite management policy probably favouring male employees in the organisation. Hence, it can be suggested that management policies have been largely impacting the turnover rate in the organised apparel retail sector.

Higher level of stress has also been explored by Lakshani & Weerasinghe (2020) among the different employees working in the sector. Both female and male employees may either quit working after witnessing such stress or also move towards other industries where a lower level of stress is expected in their daily jobs. The latter part has also been more evident with respect to male employees in the industry. The challenge of higher stress has remained a complex challenge as there has been a competitive nature in the industry which has forced managers to employ a strategy of more sales and lesser employee costs which adds to the stress, making stress a normal phenomenon in the industry.

While analysing employee turnover, the research by scholars Senarathna & Jayarathna (2021) suggested that the organised apparel retail sector relates to workplace politics which can impact the level of employee turnover in the organised apparel retail sector. Here, it should also be noted that the impact of workplace politics is felt across the organised apparel retail sector even in the upper level of management, which is not

impacted by other factors. Organisational policies which are adopted by the organised apparel retail sector also have the same impact on employee turnover and it is more profound in nature.

These challenges can be addressed by employee retention strategy adoption, of which several challenges are discussed below.

1.3 Employee Retention Challenges in the Organised Apparel Retail Sector

Employee retention as defined by Singh (2019) refers to different steps which are undertaken by an organisation to ensure productive and hardworking employees do not quit the organisation and continue with the organisation. Employee retention is important to reduce training and other costs which are associated with the organisations, while at the same time improving the level of profitability and ensuring employee satisfaction.

While considering the challenge of employee retention, the study by Fernando & Sutha (2022) is also considered important. The scholars suggested limited adoption of internal corporate social responsibility (Internal CSR) has a significant impact on employee retention. The study has also suggested the existence of a low level of intrinsic motivation to continue in the firm as well as the sector, warrants more focus from management to develop external sources of motivation.

External motivation also becomes harder to employ when monetary aspects are involved directly as the firms have been facing a lower rate of revenue and margin which makes it harder for them to sustain both profitability and survival in the highly competitive market. To add to this, another study which has been conducted by Kumar et al. (2021), has also suggested the challenge of effective employer branding as well as value proposition on maintaining a higher level of employee retention in the sector. Therefore, the challenge of brand equity also remains.

The organised apparel retail sector has been dominated by a few larger brands under which several smaller brands operate that do not enjoy the same level of brand influence in the market.

The limited power of brand influence makes it harder for smaller brands to retain their employees if they secure jobs from larger brands. Kularathne & Senevirathne (2020) have further noted the presence of three challenges which have also been reflected in the organised apparel retail sector and reduced the level of employee retention in the organised apparel retail sector. The first challenge is the level of co-employee support which has decreased with the introduction of a performance-based payment structure, second challenge is the level of supervisor support which might reduce due to the presence of both discrimination and favouritism.

High pressure to complete targets also reduces the level of support the supervisor can give to employees. The third challenge is the lack of organisational support which also indicates a conflict between management and the employee base.

The challenges on a broader scale have been covered in the study done by Rodrigo & Ratnayake (2021) who noted that such challenge primarily exists because the organised apparel industry has been largely an employee-intensive industry, in which significant efforts must be put by management to train the salesperson with respect to their brands and cloth segments. This leads to significant expenditure for the firm, which faces a challenge if employees leave the firm within a shorter time.

This has thus led to the need of developing new strategies, through this study with respect to the organised apparel retail sector in Mumbai Metropolitan Region. The section below will highlight the effectiveness of strategies which can be adopted in the organised apparel retail sector.

1.4 Employee Retention Strategies

In the competitive arena of the organised apparel retail sector, retaining employees is must to ensure business continuity, boosting productivity and ensuring growth. Employee retention plans look at all avenues that ensures employees decide to remain

in an organisation. The plans usually include the creation of a friendly working place, offering good remuneration in addition to benefits and other options aimed at advancing one's career. High employee turnover coupled with recruitment and training costs is a big challenge in the sector, hence it also becomes necessary to evaluate how effective are the strategies employed by the organisation and if any modification is needed to make it more effective.

The research further delves into the core, by examining various employee retention strategies that are crucial for organisational sustainability and growth, derived from the literature review, which are essential for sustaining and enhancing organisational performance.

- **Training and Development**

Job training is usually related to preparing employees for the job they will undertake in the organised apparel retail sector, but according to Nguyen (2020), training is also one of the effective tools which organised apparel retail sectors can adopt for ensuring a higher rate of employee retention across the sector. This has been based on the logical premise that the organisations which undertakes several continuous training and development programs for an individual are a representation of the dedication of the organisations to engage in the professional growth of the employees and take active steps to engage in improving performance level and addressing any challenges faced by the employee.

A similar aspect regarding the benefit of undertaking different training programs on employee retention has also been covered in the study conducted by Aleem & Bowra (2020), who however connected it with the commitment employee may show towards the organised apparel retail sector after receiving training for better efficiency at work. The analysis of both studies together has suggested that training is often perceived as a positive aspect by employees, and they are willing to stay in the organised apparel retail sector which offers them a continuous training program.

Another aspect which can be inferred from the analysis is such training can be both general, organisations culture and value-oriented, and job-specific aspects and positive impact is observed for all forms of training. On the other hand, the direct impact of training and development on employee retention has not been covered in the study conducted by Murtiningsingh (2020) who noted that training and development can only aid in employee retention if it is supported by organisational culture and compensation structure.

In recent years, as asserted by Hodges et al. (2020), training programs have become a major aspect of the organised apparel industry where the focus has now shifted to the adoption of several virtual technologies along with classroom-based and on-job training. Here, it should be noted that attempts have already started to establish industry-oriented and employee-specific programs which can aid in rapid learning as well as the swift application of workplace skills.

The general strategy here has been to initiate classroom-based training, which is then accompanied by virtual training (in some cases, it has started to be utilised in the first stage) and then followed by a job-based training campaign. However, as noted in the research conducted by Shukla (2020), such training has focused primarily on soft skills and is limited to different technical skills which are required for the job. Employees as noted by Gupta & Ramachandran (2021) get the product knowledge, customer service abilities, and sales strategies they need to flourish in their positions through thorough training programs. This improves their productivity at work while also boosting their self-esteem and sense of fulfilment at work.

However, if the technical aspect of the relationship is not considered, then it can be asserted that the training and development strategy is expected to have a significant impact on the overall employee retention rate, hence is an effective strategy which when adopted can improve employee retention in the organised apparel retail sector over different job positions.

Additionally, continual training and development programs keep employees motivated and engaged since they feel encouraged to advance in their careers. This leads to a

major inference that there is limited focus on managers in the organised apparel sector to focus on training and development as a tool to improve the rate of employee retention. Another major aspect is such training programs have generally focused on youth and women employees who are willing to join the organised apparel retail sector, which indicates a limited focus on existing employees.

Thus, the different aspects of training and development with respect to employee retention will be explored in the current study.

- **Performance-Based Rewards and Recognition**

Employee retention is based on the compensation (both monetary and non-monetary) received by employees in the organised apparel retail sector. Therefore, connecting employee performance with compensation strategy is an effective tool, as explored by Agba et al. (2021).

The logical premise established here is that high-performing employees are more likely to leave the organisation if they do not receive sufficient compensation and may join a new one. This can be addressed by providing performance-based bonuses, which not only retain top performers but also motivate average performers to work harder, thereby increasing their chances of earning more and remaining with the same firm.

The technical aspects analysed by Jannat et al. (2020) should also be considered regarding the adoption of a performance-based bonus strategy for employee retention. Their study suggests that this strategy directly impacts employee retention and their intention to leave the organised apparel retail sector. However, it also notes the mediating role of job satisfaction, leading to the inference that merely implementing a performance-based bonus strategy is insufficient to improve retention rates if employees are not satisfied with their work.

These arguments highlight the need to include employee recognition in the strategy, making employees feel valued and fostering loyalty to the organised apparel retail sector. The adoption of both performance-based bonuses and recognition strategies is further supported by Silva et al. (2019), who suggest that this combined approach often results in higher employee loyalty compared to a standard wage strategy.

A positive aspect of this dual strategy is that it helps retain high-performing employees in the organised apparel retail sector and attracts similar talent from other firms, thereby achieving better financial performance and higher retention rates. According to Ehsan & Qureshi (2019), while motivation among employees to work and stay in the same sector has remained lower, a higher level of loyalty is observed when such employees are offered higher wages.

Organisations, as noted by Kullak et al. (2023), foster a culture of healthy competition and accomplishment by providing incentives and recognition for performance measures like sales objectives, customer satisfaction, and individual contributions. Recognizing and rewarding staff members who exceed expectations strengthens their loyalty to the organisations and motivates them to stay.

In the context of the organised apparel retail industry, Gunapalan & Ekanayake (2019) theoretically consider that a performance-based bonus motivates employees to work harder and thus earn better compensation than the existing wage rate in the industry (where the wage rate is defined as the basic wage an employee is expected to receive in the industry for a specific time period and job position).

Two major inferences arise from this: firstly, not every employee in the organised apparel retail sector is positively influenced by a performance-based bonus structure and instead may prefer a higher wage structure; thus, firms must compare and adopt the more profitable option for the organisation. The second inference is that recognition, especially among peers, can ensure higher satisfaction and loyalty, leading to improved retention rates.

Performance based rewards and recognitions, therefore, go a long way toward improving employee retention and loyalty within the organised apparel retailing sector and can set clear ways to explore further measures for cross-functional job rotation and other such activities to strengthen workforce engagement and development.

- **Cross-Functional Job Rotation**

Job rotation strategy which adopted by different organised apparel retail sectors around the world has been extensively reviewed by Ondiba et al. (2021). A cross-functional strategy allows employees to engage in different job positions and departments throughout the organised apparel retail sector, which ensures employees know about different aspects of business, can learn new skills and value the contribution of each employee.

This method hence is often suggested to connect employees better with the organised apparel retail sector as it ensures that they do not feel isolated in the team and considers each member important, which will ensure better coordination, which has a positive impact on employee retention. Job rotation both as a training tool and employee retention strategy has been explored by Damei (2020), who also pointed out three aspects of such strategy.

Firstly, it makes an employee more efficient by giving them knowledge regarding different prospects at the job, secondly, this increases the commitment towards the organised apparel retail sector, by ensuring they are better able to understand different business operations and requirements of team members, and thirdly, this prepares employees to play a better role in decision making aspects of the organised apparel retail sector.

Here, it should be noted that all organised apparel retail sectors may not involve giving the power of decision-making to employees, which can impact the influence of job rotation on employee engagement. An interesting aspect regarding the effectiveness of such a strategy has been covered by Hee et al. (2019) who asserted this strategy primarily remains applicable for employees who are at junior and middle-level management in the organised apparel retail sector, as job rotation allows them to explore different functions under which supervisory and training assistance is required.

This framework also takes into consideration that employees at higher level management positions often perform complex roles where it is not easier to conduct a

job rotation strategy efficiently. This leads to the inference that such a strategy is not equally applicable across all positions in the organised apparel retail sector.

Job rotation as explored by Gammanpila & Kodisinghe (2020) is often not adopted as an employee retention strategy in the apparel retail sector but rather is viewed as a strategy to improve the performance of the employees. Another major aspect which has been noted here is that job rotation is often combined with mentorship and continuous training for the employee. This leads us to a major inference that such strategies have often been adopted together in the organised apparel retail sector with the aim to improve the performance of employees, which now must be transformed to cater to the prospect of employee retention in the organised apparel retail sector.

This need for the shift in strategy from performance management to employee retention must occur across the management board of the organised apparel retail sector. A similar observation is also noted in the study which has been conducted by Karunarathne & Samarasinghe (2019), who also established a correlation between job rotation strategy and the performance of the employees.

Therefore, it has become a common strategy across organised apparel retail sectors in the apparel retail sector to engage in job rotation, especially for new employees or employees who will engage in different management positions. Therefore, it also suggests that attention needs to be given to the adoption of this strategy for ensuring a higher retention rate among employees and middle management while developing unique strategies for higher-level managers in the organised apparel retail sector in India.

- **Flexible Working Hours**

Kroll & Nuesch (2019) articulately put it, flexible working hours are likely to have a positive effect on employee retention within the organised apparel retail sector; however, such influence is indirect, however, it might enhance other elements like work-life balance or job happiness, which will help in the employee retention. While considering the indirect effect it should be also noted that each of these aspects is

desirable for the organised apparel retail sector and hence is a generally recommendable employee retention strategy.

The same indirect effect has been also observed in the study which is conducted by Krekel et al. (2019). This study took into focus the aspects of employee well-being, employee productivity, and loyalty towards the organised apparel retail sector. An interesting aspect which has been observed in both studies is that prior scholars do not connect the adoption of flexible working hours directly with employee retention rather has related to employee turnover. This also leads to a major inference that strategies can be developed to actively focus on the reduction of employee turnover which will lead to the objective of employee retention.

An HRM-specific perspective has been adopted by Davidescu et al. (2020) who noted that flexible working hours are seen as a psychological and social advantage of working in an organised apparel retail sector which is viewed as providing the employee with the right to manage their work schedule in an organised apparel retail sector. Here it should be noted that all organised apparel retail sectors are not able to adopt flexible working hours, as the market does not operate across the day rather it operates only on specific hours. This leads to situational limitation, while another example is of emergence and peak demand situation where providing such flexibility may not be feasible for the organised apparel retail sector, hence both employees, as well as employee perspective, needs to be reviewed.

The flexible work system for the organised apparel retail sector has been reviewed in the study which has been conducted by Peiris & Kennedy (2020), which has two major factors to be considered. Firstly, such practices were easier to be adopted in manufacturing and other aspects of the organised apparel retail sector where direct customer interaction is minimal or negligible. The impact on such a sector remains positive and stronger.

Secondly, this has been challenging for adoption in customer-facing roles where specific hours often become busy and organisations are also not able to hire more

employee to fill in the role during the sale season, due to higher cost and limited profitability. An observation regarding the flexible system in such an organised apparel retail sector has also been noted in the study by Liyanage & Galhena (2022), who suggested three subjective factors can impact this strategy, namely the performance expectation from the employee, effort expectation from the employee, and the connection of employee with the management.

Mall employees as noted by Doshi (2021) sometimes work in shifts, and strict scheduling can occasionally make it difficult for them to manage their personal obligations or pursue extracurricular hobbies. Organisations demonstrate their awareness and support for their employees' unique demands and commitments by allowing flexibility in working hours. The former two attributes are connected to be part of every organised apparel retail sector as attempts to provide additional money as well as non-monetary benefits have been made across the industrial ecosystem.

The third aspect becomes challenging and requires the adoption of a systematic and methodological strategy which determines a flexible working strategy which shall be adopted by each organised apparel retail sector for all job positions wherever flexible working hours can be applied.

- **Impact of Higher Education**

The study conducted by Butt et al. (2020) highlights the widespread adoption of employee retention strategies by organisations worldwide. One such technique is giving higher education facilities to the organisation. Two aspects have been noted here are, firstly, this strategy may come with a contractual bond to serve in a similar or promoted post for a specific number of years after completion of education, and secondly, it is considered a strategy for management to invest in the personal growth of the employees, which will promote employees to work within the organisation at different job level and do not seek opportunities outside.

However, the study conducted by Tirta & Enrika (2020) provides a different viewpoint, which establishes that receiving higher education might positively influence employees

to secure better opportunities in other organisations, hence higher education shall follow with both promotion opportunities and an increase in compensation awarded. Another major aspect which needs to be considered here is such education programs selected shall be between the balance of both encouraging employee satisfaction as well as meeting different objectives of the organisation. The level of education provided shall also be considered where the primary focus has been given to management skills, technical knowledge, and soft skills which can aid in further promotion.

According to Aleem & Bowra (2020), the strategy of higher education opportunities provision has been witnessed by organisations in the organised apparel retail sector, mostly for employees who will be promoted from low-level and middle-level management positions. Education programs have been focused on skill building and promoting necessary managerial knowledge to handle different activities in the store. This strategy, however, for the organised retail sector, as examined by Wassem et al. (2019) has focused primarily on performance improvement of the employee and not extensively on employee retention.

Higher Education policy has been considered as a tool for performance improvement. Hence, there is a need and a scope for a change in approach to adopt higher education as a tool for promoting employee retention. In this regard, managers are often considered as the first choice as they can be trained in further technical or social skills which would be necessary for their further promotion and better job performance, however employees from non-managerial cadre can also be considered depending upon the potential.

- **Job Motivation**

The study by Hutomo & Nawangsari (2021) has also critically evaluated the need for employee motivation as it noted that employees always look for better opportunities in the workplace, better career opportunities, and better professional development chances, all of which have been covered under different strategies which focus on improving employee retention. Hence, it can also be inferred that such strategies can

influence the level of job motivation and hence lead to employee retention which will be empirically evaluated in the current study to better address the gaps.

A study of such aspect has been done in a narrower manner by scholars Deegahawature & Rajapaksha (2024) who analysed training as a strategy which can improve the level of employee motivation in an organisation and is expected to increase the level of employee retention by reducing turnover and absenteeism of the workforce. This study aims to expand its scope by examining five different strategies and considers employees in the organised apparel retail sector.

- **Job Satisfaction**

Sainju et.al (2021), noted that employee retention is significantly affected by job satisfaction. The suggestion was made that analysis of employee entrance and exit surveys in prominent organisations can reveal the practices that make employees leave. This would help to establish links between job satisfaction and employee retention in a practical context. Thus, job satisfaction as an attribute has been noted to have a significant presence throughout the employee job cycle in the firm operations.

The empirical study which has been conducted by Tirta & Enrika (2020) analysed the influence of job satisfaction as a mediator in the relationship between two different retention strategies, promoting work-life balance and rewards and recognition strategy on employee retention.

This hypothesis indicates the important role of job satisfaction in influencing the effectiveness of employee retention strategies within the organisation. Further, the study has addressed an important gap by closely examining job satisfaction as a moderating variable, which gives us a clear understanding on how it influences other variables.

1.5 Statement of the Problem

The organised apparel retail sector faces high turnover rates and intense employee poaching, making it crucial for organisations to retain loyal and productive employees. Despite offering training and development, performance-based rewards and

recognition, cross functional job rotation, flexible working hours and assistance for higher education, there is limited knowledge about the effectiveness of these employee retention strategies within the sector.

Many organisations implement and desire to measure the impact of their retention initiatives on job satisfaction and employee retention. However, these strategies are often not systematically measured or evaluated, leading to inefficient use of resources and a lack of exploration into more effective retention practices. This gap in understanding results into high turnover rates and missed opportunities for improving employee retention.

This study aims to address this gap through an analytical study of the retention strategies implemented by the organised apparel retail sector. The objective is to evaluate how these strategies influence employee retention rates, identify best practices, and provide actionable recommendations for enhancing retention efforts. By understanding the effectiveness of these strategies, organisations can improve their employee retention actions, reduce turnover, and build a more stable and committed workforce. This study involves data collection from 1,004 employees in the organised apparel retail sector in Mumbai Metropolitan Region

The findings will contribute valuable insights to the Indian organised apparel retail sector and, will help in improving employee retention, enhance profitability, benefit employees, and positively impact the broader Indian economy.

1.6 Aims and Objectives

This research evaluates the effectiveness of the employed strategies by organisations in retaining their employees. The high turnover rates and poaching threats in this sector makes it important to know whether training and development, performance-based rewards and recognition, cross functional job rotation, flexible working hours and assistance for higher education have any effect on retaining employees.

The objective of the research hence is also to understand how these strategies influence retention rates, job satisfaction and motivation. This way, these findings are able to

highlight best practices and reveal what can be improved, with a view of enhancing retention practises. In line with this purpose, the study deep dives into an extensive literature review that brings out a base understanding of present-day retention strategies and their effects as well as an in-depth examination of various types of retention strategies being adopted by organisations.

Finding the best approach to keep employees is a challenge for many organisations, especially in Mumbai Metropolitan Region where there are high levels of employee turnover. The organised retail apparel retail sector is one such industry characterised by high employee poaching activities and thus the turnover rates. This situation has persuasively required researchers to investigate whether strategies like training and development, performance-based rewards and recognition, cross functional job rotation, flexible working hours and assistance for higher education, are effective enough for employees to continue to stay in the organisation.

Thus, this study aims at examining the role played by these strategies in determining the job satisfaction levels and employee retention. Going forward, the study identifies the effective strategies that organisations have implemented, simultaneously pointing out areas that still warrant improvement to enhance employee retention. To achieve this, the study starts with a careful examination of the literature review, detailing the efficiency of the retention strategies currently used.

This is followed by an exploratory study of the retention strategies applied by the sector players, which includes their implementation and measurement of employee-related outcomes. The research also analyses the various success factors that are associated with these strategies while at the same time contrasting retention practices among diverse organisations within the same industry. The data was collected from 1004 respondents in Mumbai Metropolitan Region using snowball and convenience sampling method.

The primary aim of the study is to analyse the effectiveness of different strategies for employee retention in the organised apparel retail sector in Mumbai Metropolitan Region. In accordance with the aim, the following objectives are addressed in the study:

1. To investigate the need for systematic and formal retention strategy in organised apparel retail sector.
2. To study the effectiveness of the Training and Development adopted by the organisation and identify whether it results in enhanced coordination among employees, leading to retention.
3. To study if Performance-Based Rewards and Recognition influences employee retention.
4. To study and analyse whether Cross Functional Job Rotation leads to employee retention.
5. To study and analyse if the Flexible Working Hours Policy enhances the overall job satisfaction among employees in the organisation leading to employee retention.
6. To study the impact of Higher Education in retaining employees.
7. To study the role of Job Motivation as a moderator in influencing the relationship between employee retention strategies and employee retention.
8. To investigate the impact of Job Satisfaction as a moderator in influencing the relationship between employee retention strategies and employee retention.

1.7 Research Questions

To conduct this research about the strategies used in retaining employees in the organised apparel retail sector, research questions have been formulated to guide the investigation. The research has sought out questions with an aim to explore the complex nature of retention strategies and their impact on employees.

The questionnaire thus developed contains questions intended to measure the independent variables: Training and Development, Performance-Based Rewards and Recognition, Cross-Functional Job Rotation, Flexible Working Hours Policy, and Higher Education.

In answering these questions, this research has aimed to provide valuable insight into the strengths and weaknesses of the retention strategies, recognise best practices, and

develop a strategic framework for the organisations, which they can adopt as a way of improving their employee retention initiatives.

The study has given an overall perspective on how retention strategies have panned out in practical situations on the ground as well as their effectiveness at enhancing employee retention within the sector.

1.8 Scope of the Study

The current study has been conducted across organised apparel retail stores (multi-brand segments) in Mumbai Metropolitan Region.

The current study has focused on retaining employees in the organised apparel retail sector which included both male and female employees working in this industry, with minimum 12th std passing as educational qualification and three years of experience in the organised apparel retail sector.

This has been done to consider all the demographic factors which can have an impact on the employee retention strategy. It should also be noted that different job positions, qualifications and work experience have been taken into consideration to build a comprehensive picture of the effect of an employee retention strategy.

This study would aid the organised apparel retail sector to improve the retention of employees which will help for organisational competitiveness.

1.9 Significance of the Study

The study has significant implications for both organisations and academic scholars. The study addresses the gap in literature and the effectiveness of the employee retention strategies in the organised apparel retail sector, focusing on both the benefits and challenges of adopting various retention strategies.

The study will also help the organised apparel retail sector to adopt such strategies and decrease the rate of employee turnover and increase the rate of employee retention, which will increase the revenue and benefit all stakeholders in the industry at large.

The questionnaire developed during the study can be adopted by future scholars in other apparel retail sector around the world and modified to be utilised in other industries in India as well.

Therefore, the different strategies which are proposed in the current study will help in the improvement of employment retention in the organised apparel retail sector and may be adopted post modifications in other industries as well.

1.10 Structure of the Thesis

The entire thesis will be subdivided into the following chapters:

Chapter 1: Introduction: A brief research background is provided here, along with research aims questions, the scope as well as the significance of the study.

Chapter 2: Sector Overview: The various aspects of the Organised retail apparel retail sector in India are discussed here primarily with respect to work and employment characteristics, revenue, history, and current and historical trends.

Chapter 3: Literature Review: Prior studies done with respect to the organised apparel retail sector are discussed here and the research gaps were developed based on prior studies.

Chapter 4: Research Methodology: The research objectives and hypothesis are framed and discussed along with the conceptual framework adopted for the study supported by the complementing questionnaire.

Chapter 5: Data Analysis and Interpretation: The data collected through the method established in the previous chapter was analysed and the hypotheses were tested.

Chapter 6: Findings: The major findings from the study are discussed in detail in this chapter.

Chapter 7: Conclusion: Based on the findings from the previous chapter recommendations and suggestions, conclusion, key limitations and scope for further study are provided.

Chapter 2

Sector Overview

Chapter 2: Sector Overview

2.1 Introduction

The organised apparel retail sector is vibrant and dynamic and serves as a pillar for the new age global economy. It reflects not only consumer preferences and trends but also complex interactions between supply chain logistics; marketing strategies; technological advancement. The organised apparel retail sector, as noted in the study by Kumar et al., (2022) primarily consists of different stores which can be both in the form of singular brand exclusive stores or multiple-brand format stores which are located in prominent places of the town, primarily in major malls in order to make more customers aware regarding the different products being offered by the brand and also increase the revenues. . Organised apparel retailing refers to retail setups dealing in apparels that are owned by companies (private or government) who have the license to sell their products and are registered for GST, income tax, etc. Here the customer walks into the stores for buying their necessary products.

This section studies the different aspects of the organised apparel retail sector in Mumbai Metropolitan Region, different segments of such sector, attributes of both work and employment in the sector, factors which have contributed to the growth of the organised apparel retail sector in the country and influence of such growth on both formal and informal sector of the economy. Additionally, this section also analyses the top Indian brands in the sector, the challenges faced by them in expansion, and the current and future trends of the sector, which will transform the entire industry.

As of the latest available data, there are 271 operational shopping malls spread across India's key eight metropolitan regions, including Mumbai. These malls are categorised into three broad categories based on their gross leasable area: Grade A, Grade B, and Grade C. Mumbai contributes 18% of the total mall stock in the top 8 markets in India (Knight Frank, 2022). Additionally, there are a total of 1,361 stores in Mumbai as of September 25, 2023 (SmartScraper, 2023).

In the next 12 months, it is expected that there will be an addition of 8-9 million sq ft of mall space in India, with nearly 5.5 - 6.0 million sq ft of new investment-grade malls

becoming operational during the year. This represents an annual growth of nearly 40 per cent in retail supply addition, with Hyderabad, Delhi-NCR, and Bangalore expected to dominate the retail supply addition in the second half of the year (Indian Retailer, 2023).

The retail sector leasing in India increased by about 166% year-on-year, crossing 1.5 million sq. ft as of H1 2022. The key retail categories driving leasing in Mumbai were homeware, department stores, food and beverages, and fashion and apparel, with fashion and apparel accounting for 11% of the total leasing (Indian Retailer, 2023).

Some key mall clusters as mentioned in the report by Knightfrank (2022) in Think India. Think retail report in Mumbai include:

Grade A: 39% of the total operational mall stock in India

Grade B: 31% of the total operational mall stock in India

Grade C: 30% of the total operational mall stock in India

This section focuses on organised apparel retail sector's key challenge of employee retention as the objectives and also gives a glimpse on how the sector should cope with these situations against the backdrop of dynamic economic conditions or competitive pressures.

2.2 Features and Segments of the Organised Apparel Retail Sector

Regarding the performance of this a sector, it has been noted by Pande et al., (2020) that this sector has witnessed significant growth. However, it has also been noted that there is extensive deviation in performance as well. While some of such deviations can be connected to store size as well as potential buyers it caters to, internal aspects like human resources and quality of merchandise provided can also influence the revenue. Further, the growth of e-commerce and newer trends like AR and VR have also influenced the revenues of the industry and need to be considered.

The organised apparel retail sector, based on specific garments consists of 6 major segments which have been discussed below:

T-Shirts - One of the major segments in the organised apparel retail sector in India is T-shirts. T-Shirts are generally distinguished by employees based on fabric which has been used to develop the product, colour of the product, and quality of the material. Customers, however, also look at the size and may also consider analysing the production process in the case of high-end products in this segment. Recently, the focus has also shifted to unique and personalised prints and designs which can be made available for buyers.

Shirts - Regina et al., (2021) argued for an extensive shirt market in the country as well, which also responds to the size fit and quality as well as fabric requirements of the buyer. Additionally, in broader terms, shirts can be segregated into both formal as well as casual which changes not only the purpose for which such garment is utilised but also expectations regarding quality, fabric, price, and expectations regarding size fit. Recently, varieties in stitching style and collar style have also been noted to influence customer preferences and accordingly the price of the product as well for the entire sector.

Jeans and Bottoms - With the upper body garment market, there is also a substantially larger market in India for male lower body garments as explored by Kumar et al., (2022), who noted that this section has a significant influence on reputation as well as brand image. Additionally, here it should be noted that the usage purpose of the garment, stretchability of the product, and the quality of the product after washing as well as the condition associated with washing can influence the total sales. This segment is also influenced by customer preferences with respect to style and rise in the usage of the jeans and other garments in this segment.

Women's Dress and Skirts - The ladies' clothing segment is also a crucial and large market for Indian organised apparel sector firms, as observed by Tagra (2023). Here, the scholars noted that customer preference can be largely dependent on the occasion on which customers will utilise such garments, whether they will be used for formal occasions, or it will be used as regular garments for different parties. Additionally, it

should be noted that colour, quality, and texture are also important here and such can influence the price as well as total purchases.

Activewear - These garments are primarily utilised to engage in different athletic activities, hence according to Agarwal et al., (2021), the functionality of such garments in the form of stretchability as well as the ability to reduce moisture from the bodies of athletes are taken into consideration while purchasing. Additionally, such brands also witness an increase in sales due to Collaboration with major sports persons as well as celebrities in India, which needs to also be accounted for in the current Indian market. Design and style have also been noted to influence sales.

Ethnic Wear - Ethnic garments are primarily used for festivals or specific occasions, hence seasonal variance is a major aspect of sales of such garments. Here, craftsmanship, the quality of the fabric, materials involved in designing the garment, and the level of both complexity and intricacies in the handwork can influence the price as well as total sales which has been noted in the segment. Further, the device used like handloom or manufactured by artisans directly can also influence the sales price. Recently, such garments have witnessed a rise in sales as people get involved in different cultural occasions as well.

2.3 Major Characteristics of Work and Employment in the Organised Apparel Retail Sector

Employees who work in the organised apparel retail sector can be classified into two different segments based on their employment status, namely permanent and contractual employees of which different employment conditions have been explored in the study conducted by Sariani & Kustina (2023) and Santos et al., (2020) respectively. Permanent employees are those employees who are hired on a permanent basis by the retailer and may work either full-time or part-time depending upon both the employment contract and demand for the organisation in each period. It should be noted that such employees are generally hired under direct payroll by the organisation and often receive several benefits in the form of compensation, bonus, and insurance as well as medical expenses being covered by the organisation.

Permanent employees can be hired in both categories from manager to sales staff. While the other category is for temporary salespersons who are hired in an organisation for a specific timeframe or for a specific occasion, such as festivals and peak demand season where permanent employees may not be able to cater to the growth in demand alone. Such employees can be hired both by the retailer alone or through the aid of different third-party agencies but the major aspect of them being involved with the organisation for a limited term remains. Some temporary employees may be converted to permanent employees, but such largely depends on management decisions.

However, Zulfiqar et al., (2022) noted that a new section of employees has emerged in the industry, in the form of commission-based salespersons. These employees might be hired both as temporary employees or permanent employees, with base compensation and most of the compensation being attached to the sales which are generated by the employees. Such compensation can be different for different garments and the total value generated by the salesperson in each timeframe. The major strategy behind hiring such salespersons is to have employees at minimal base compensation which only increases as sales increase, and hence also motivating employees to work harder which leads to improvement in employee revenues as well.

Along with salesperson, the role of visual merchandiser has also been noted in major firms engaged in the organised apparel retail sector for the textile and garment industry as affirmed by Kneese et al., (2022). The job of visual merchandisers is to develop a product display plan for the store considering inventory available, management plan, and preferences of the customer, to ensure customers, make a purchase of products, and at the same get attracted by store layout and get aware regarding new offering or discount and promotional campaign being run by the organisation. In some stores, such decisions are taken by management while in some stores, such decisions are taken by visual merchandisers acting as customer facilitators, marketers, and store designers.

Larger stores, according to the study by Shanmugaraja et al., (2020) also have a unique and separate inventory department, which considers the stock level, customer purchasing trends, sales and other offers, and expected sales to ensure enough inventory

is available to address the demand of the customer while at the same time, not increasing the inventory storage costs for the organisation. Certain organisation from the organised apparel retail sector may do this under centralised planning with a specific department for each region or have individual employees who manage such stock levels. These employees do not directly engage with customers but rather rely on input from salespersons and investors' values to make the judgement and make the product available.

Similarly, large organisation also engages in hiring a distinct marketing team which has been affirmed in the study conducted by Azimovna (2023). These employees engage in the development of marketing and promotional strategies, with the aim of ensuring more sales and a higher level of profitability for the organisation. Most of the time, such a role is fulfilled by a centralised department with some aspects being left to be done by the store manager, like placement of promotion materials and offering discounts for regional festivals or variants. This does not diminish the role of such employees, as they may also engage in providing field training and support to salespersons to aid them in better addressing different concerns customers may have regarding offers. Finally, each of the employees is managed by a dedicated department and store manager who also forms a crucial part of organisations employment as noted by Arif & Sarfraz (2020).

These managers are responsible for handling the different functions of the store and supervising employees as well. The store manager handles the entire operations of a particular store and often must comply with organisations management but has a certain freedom overrule implementation as well. Hence, it can be inferred that the structure of employment as well as job roles are complex in an organisation and largely interconnected with one another to ensure the success of the enterprise.

In the organised apparel retail sector, particularly within malls, the correlation between the complexities of workforce management and the importance of retaining permanent employees over third-party and contractual workforce is prominent as noted by Dörflinger et al., (2021) and Anwar & Graham (2019). Permanent employees often bring a deep understanding of the brand, product knowledge, and a sense of

commitment to the organisation's values. In a sector where customer service and brand representation are paramount as per Weil (2019), the intricate details of product lines, customer preferences, and the overall shopping experience become integral to success. Permanent employees have a vested interest in the organisation's long-term goals, are more likely to invest in building lasting relationships with customers, contributing to brand loyalty and positive word-of-mouth. On the other hand, third-party and contractual employees may lack the same level of commitment and may face challenges in aligning seamlessly with the brand ethos.

Additionally, the organised apparel retail sector requires a nimble and knowledgeable workforce to adapt to changing fashion trends and customer expectations. The investment in training and development is often more efficiently leveraged with permanent employees who have the potential for long-term growth within the organisation. Moreover, the complexities of ensuring consistent service quality, adherence to brand standards, and fostering a cohesive team dynamic is better navigated with a stable permanent workforce.

Therefore, while third-party and contractual employees may offer flexibility, the retention of permanent employees proves crucial for sustaining a high level of customer satisfaction, brand continuity, and overall operational excellence in the organised apparel retail sector within malls.

2.4 Factors Responsible for the Growth of the Organised Apparel Retail Sector

Several factors have been responsible for the growth of the organised apparel retail sector. The primary factor among them has been the growth in the urbanisation level as noted in the study by Dey et al., (2019). Rapid urbanisation led to an increase in urban population, which combined with growing jobs in the region, has accounted for the development of the middle class which had a significantly larger share of disposable income. This led to them being willing to purchase garments from famous brands and seek higher quality products, which led to an improvement in the consumption rate of garments from the organised apparel retail sector in the country. This also encouraged the development of malls under which these brands operate. Along with urbanisation,

the lifestyle of the population in the country has also witnessed changes in recent years as argued by Gupta & Jadon (2019).

The growth of a younger demographic-based population in the country along with growth in disposable income has made a significant group available as potential buyers who are willing to purchase such products. Further, such a population is eager to shift to buying a product from the organised sector, in which quality and better return for the price are assured, which is also leading to an increase in demand and eventually, leading to growth for the organised apparel retail sector in the country. Such aspects are contributing to the expansion of such stores throughout the country. To add to this, Mogale & Dalvi (2019), noted that there has been significant growth in the Indian economy, with the implementation of LPG (Liberalisation, Privatisation, and Globalisation) reforms in the country, which contributed to not only a higher level of economic growth but at the same time, also encouraged and legally allowed foreign brand to start operations in the country.

This aspect led to the introduction of several major global fashion brands like Adidas and Nike in the country which acted as competition for the sector and led to the development of unique domestic brands to engage in the growing demand of Indian customers and have a share of revenue in a growing industry.

The changes in real-estate utilisation and land use policies have led to the growth of the organised apparel retail sector in the country as well, as observed by Monisha et al., (2019). Urban cities witnessed the development of malls, which witnessed a higher level of engagement with the local population in the region. This led to several major brands starting individual stores in the region or some retailers engaging in multi-brand stores, to attract customers, eventually contributing to the growth of the organised apparel retail sector in the country.

Additionally, the development of commercial space in major urban and industrial regions around the country also contributed to the growth of malls and eventually firms in the industry. Additionally, Joshi & Dasani (2019) in their respective study noted that

Malls in India are not dedicated places to go and buy different products for consumption, they also provide avenues for entertainment as well as having a comfortable lifestyle in the form of a movie theatre, food court, and dedicated spaces to organise different events. This led to an increase in total visitors to the mall allowing the organisations to increase the awareness level for new products to the customers, and hence improve the prospect of sales, leading to higher revenue possibility for the organisation.

Thus, organisations are better suited to enter malls and sell products rather than sitting out and losing potential revenue in the process to a highly competitive market. Such aspects have also been noted in prior research which has been conducted by Kulkarni & Khan (2023) who noted the availability of different amenities like parking space, security services, and air conditioning services allow customers to have a better level of safety as well as comfort while shopping and without fear of security of their personal assets and belonging. This aspect has been noted to allow customers to spend more time and engage with more brands, leading to an increase in the probability of brands converting potential customers to sources of revenue for the organisation.

Hence, brands need to utilise the benefit of hassle-free shopping experiences in malls that lead to the growth of such a sector. From a macroeconomic perspective, it has been noted by Mishra et al., (2021) that the growth and development of infrastructure in the country like roads and transportation systems lead to an increase in jobs and hence economic growth as well as made physical stores of different brands in organisation retail sector more accessible to a larger population. Hence, it can be inferred that macroeconomic reforms led to the growth of disposable income and the middle-income class which ultimately led to the growth of the organised apparel sector. Demographical benefits are also serving the growth with the Indian population being predominantly young in the foreseeable future.

Initially, the organised apparel retail sector benefited from the abundance of untrained manpower, contributing to its initial success. However, as customer expectations have evolved, demanding higher levels of service, retaining skilled and quality employees

has emerged as a significant threat to the sustained growth of the organised retail sector. The shift in customer preferences underscores the need for a more experienced and knowledgeable workforce, emphasising the crucial role of employee retention in ensuring continued success in the competitive retail landscape.

2.5 Impact of Organised Apparel Retail Sector on Formal & Informal Sectors of Industry

The organised apparel retail sector has witnessed significant changes with the growth organised apparel retail sector in the country, in which primary aspect as noted by Sharma & Narula (2020) is the increase in demand for different garments from the industry, which has contributed to growth of revenue in the sector. The organised apparel retail sector has led to an increase in demand for different garment products throughout the country, which has contributed to an increase in demand, leading to growth for both firms in both sectors and motivating them to become formal to get adequate loans for expansion.

Additionally, Haseeb et al., (2020) noted that the organised apparel retail sector has also contributed to improvement in the quality of garments manufactured and sold throughout the country, as the industry is based on providing customers with a plethora of choices for affordable garments with a higher quality of fabric as well as design. This has led to the stage of most firms being involved in constant quality upgradation to satisfy the customers and get a competitive edge, which ultimately leads to better quality products being manufactured and made available throughout the country. Additionally, variety has also been introduced in the Indian apparel sector, as explored in the study conducted by Dohale et al., (2022). The organised apparel retail sector has introduced the concept of different garments being available for customers in a variety of fabrics, designs, and materials used for development.

Another major change which has been noted after the introduction of the organised apparel retail sector in the country has been the development and introduction of technological tools and processes throughout the industry as observed by Sharma et al., (2021). Each firm needs to engage in innovation as well as the adoption of technological

tools to improve the level of efficiency as well as reduce costs, which is essential to improve the margins and have a competitive edge over other firms in the highly competitive market of the Indian economy. Hence, growth in quality and quantity demand has led to a revolution in the entire garment industry.

Majumdar et al., (2020) also noted that the growth of the organised apparel sector has led to the promotion of contractual agreements in which such brands engage in time and quantity-bound agreements with the supplier to be able to provide the same quality garments to the customers. This has not only encouraged firms to expand their operation but also allowed firms to formalise their operation, to take advantage. Additionally, such an agreement ensures financial stability for both the stakeholders involved and be assured of future revenue notwithstanding the market conditions in most conditions.

Additionally, Dixit & Pal (2019), noted that the growth of the organised apparel retail sector has led to growth of employment opportunities across the sector in the form of both permanent as well as temporary employees. Such growth in employment has created a virtuous cycle in the economy, which has contributed to a further increase in demand for garments in the industry and further increased employment opportunities which can lead to improvement in the economy of the country as well. Hence, the growth of the organised apparel retail sector has led to significant advantages for the entire economy.

In this aspect, a discussion which has been conducted by Rathinamoorthy (2019) shall be considered who has highlighted that there have significant changes in fashion trends as the advent of the organised apparel retail sector has introduced the concept of fast revolution in the fashion world, with new styles appearing frequently and being phased out in a rapid manner. On one hand, this has created challenges for small apparel players who want to engage in competition but also has opened gates for niche fashion products as well. Hence, it can be inferred that the entire Indian organised apparel retail sector has revolved around both rapidly changing fashion trends and at the same, niche fashion trend which only caters to specific demographical group.

Thus, the current organised apparel retail sector in India is not dominated by some large players but rather allows a playing field for both large as well as small competitors as observed from the study by Majumdar et al., (2020). Even small firms can engage in tie-ups as well as partnerships with larger firms and can expand their operation or become niche firms in their specific fashion. Hence, it can be concluded that the growth of the organised apparel retail sector has contributed to both growth and formalisation of the operation of the sector.

2.6 Top Indian Organised Apparel Retail Sector and their Revenues, Employee Strength

Witnessing a robust upward trajectory, the market value of the apparel sector in India soared to an all-time high of 55 billion U.S. dollars in the financial year 2021. Projections indicate a further ascent to over 135 billion U.S. dollars by 2026. Fuelled by a burgeoning organised apparel sector and escalating income levels, India solidifies its position as the world's second-largest textile and clothing exporter, with a steady growth outlook.

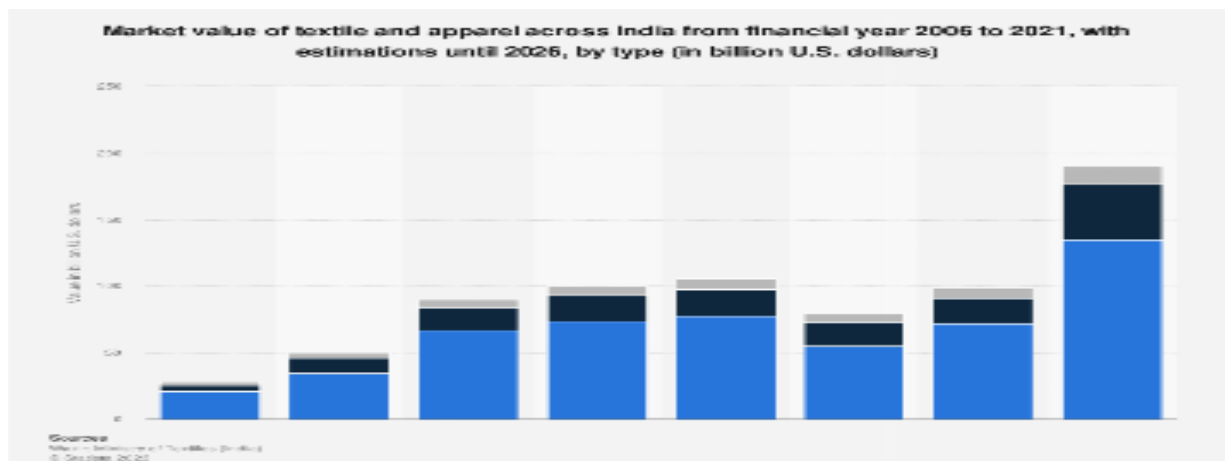


Figure 2.01: Market Value Surge in India's Apparel Sector



Figure 2.02: Evolving Sales Dynamics in Organised Apparel Retail

In the fiscal year 2021, e-commerce dominated organised apparel sales in India, commanding a significant 67 per cent market share. In contrast, multi-brand outlets accounted for a modest four per cent share in the same year.

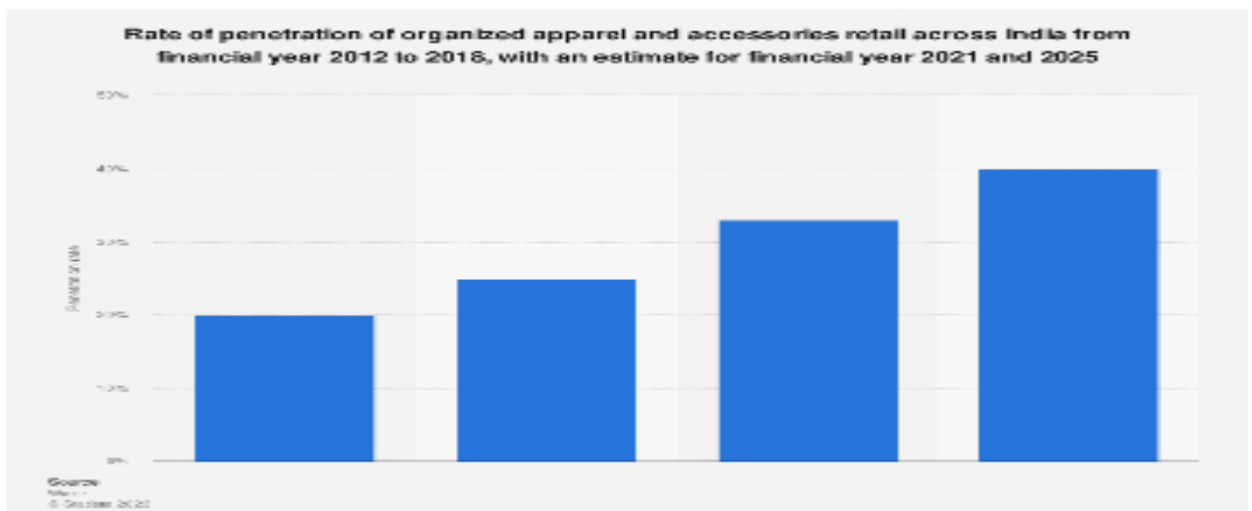


Figure 2.03: Escalating Penetration of Organised Apparel and Accessories Retail in India (FY2012 - FY2021)

The organised apparel and accessories market in India is poised to penetrate 40 per cent of the retail landscape by 2025, marking a substantial increase from its 2018 standing at 25 per cent.



Figure 2.04: Comprehensive Export Figures for Apparel, Textile, and Footwear in 2016 (42.24 billion dollars)

With a statistical breakdown, the total export of apparel, textiles, and footwear in 2016 amounted to 42.24 billion dollars. Noteworthy categories include Women's suits, not knit (2.56 billion dollars, 7 per cent), T-shirts (2.36 billion dollars, 6 per cent), Women's shirts, not knit (2 billion dollars, 5 per cent), and Men's shirts, not knit (1.16 billion dollars, 3 per cent). India's standing as a net exporter of apparel is evident.

Delving into specifics, the total Import value for apparel, textile, and footwear in 2016 was 5.9 billion dollars. Key components include Cotton raw (483 million dollars, 9 per cent), Textile fabrics impregnated with plastics (352 million dollars, 6.5 per cent), Wool (338 million dollars, 6 per cent), and Synthetic filament yarn (331 million dollars, 6 per cent). Notably, India's practice of importing fabric for apparel production and subsequent export is highlighted.

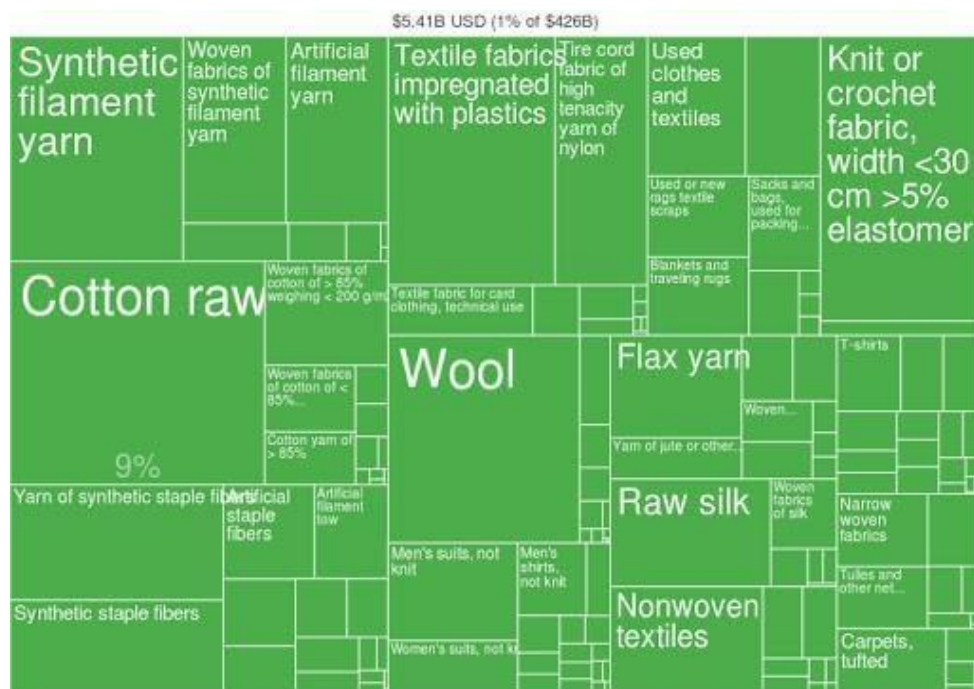


Figure 2.05: Holistic Overview of Apparel, Textile, and Footwear Imports in 2016 (\$ 5.9 billion)

India has been one of the major markets for the entire organised apparel industry globally, which has been analysed in the study conducted by Team (2023). With the growth in disposable income of middle-class Indians as well as growth in the level of urbanisation, malls have developed in both tier 1 as well as tier 2 cities, which has led to not only the arrival of multinational brands in the country but also the indigenous growth of several Indian domestic brands which have been operating in several segments from male to female clothing as well as ethnic and athletic wear.

The growth of domestic Indian brands has been evident from the growth of the Biba brand, which has been a major brand dealing in garments related to both girls as well as women segment. Biba, as an ethnic brand, has been operating in more than 150 stores and 250 multi-brand outlets around the country, and promoting small ethnic brands. Further, the brand has been operable since 1988, which also suggests the growing revenue rate and profitability in the industry, which has supported such expansion of the firm, and has attracted larger multinational firms as well.

Other famous domestic brands which have been noted in the Indian landscape are brands such as Flying Machine as well as John Players which can be witnessed to be

sold in major Malls around the city. John Players, as a brand, was earlier noted to be developed by ITC brand but currently, it has been noted to be sold by Reliance and primarily caters to the young generation, attracting the youth population in ten countries. On the other hand, the flying machine has been operated by Arvind Mills since 1980, and since 2003, has been primarily catering to customers who want to purchase low-cost but stylish garments.

Premium brands like Louis Phillipe grown from the Indian organisation (Aditya Birla) group have also been well-received by the Indian population, the brand since starting in 1989, has been able to expand to more than 2700 stores globally with major business coming from tier 1 cities in the country. This brand has also been catering to both formal as well as semi-formal garment requirements from the population. Thus, Indian brands under the organised apparel retail sector have expanded to cover both different varieties and price segments witnessing faster growth for each brand leading to rapid expansion in garments offered and cities covered.

Fabric-based brands have also found significant presence and growing revenue rate in the country, which can be established from the success of the brand Monte Carlo, which originally hailed from Ludhiana, Punjab in 1984, to provide clothing under woollen and cotton segments for all the three demographical segments namely men clothing, women clothing, and kid clothing. The success of the organisations can be noted from the fact that it has expanded from an Indian brand to a multinational brand with over 1300 stores.

The growth has also been witnessed for brands which engaged in trendy fashion and streetwear products along with club wear garments to address the need of the youth segment which has been growing in major Indian cities, both due to demographics and migration rate as evident from the growth of brand "Mufti" since 1998, by Kamal Khoslani. This brand has witnessed support from different Bollywood celebrities as well, which has led to growth in receptiveness and response rate to the brand as well. The higher youth population in the country has led to an increase in sales for all brands

which form a part of the organised apparel sector in the country and still have the potential for significant growth in the country.

Some brands in the organised apparel retail sector have also expanded to become public corporations, as well, which is evident from the growth of Provogue (India) Limited, which is a major firm focusing on the menswear fashion range. Foreign brands like Adidas, Nike, and Pepe Jeans have also found recognition in the country, with Pepe Jeans being one of the major multinational brands to come and get success in India and developing more than 1300 multi-brand stores and 500 big format stores in major malls and distinct individual stores across the country.

Similar results have also been noted in the case of one of the major and dominant brands in the fashion industry, Alen Solly, which was taken over ultimately by the Aditya Birla fashion group. Along with larger brands, small brands and multi-brand format shops have been opened also in major malls across the country, as an attempt to cater to the growing need of the population who want to engage in the purchase of a different variety of garments of different styles and materials, but at the same time also remain largely price conscious leading to the growth of premium as well as other brands in the country.

In 2022, the organised apparel retail sector in India boasted a substantial workforce, employing over 35 million individuals. As for the financial aspect, the revenue generated by the Indian apparel market in 2023 reached an impressive US \$88 billion, with an anticipated annual growth rate of 3.34% (CAGR 2023-2027). This indicates the significant economic impact and sustained growth trajectory of the organised retail sector in the country.

2.7 Challenges and Problems Faced by Organised Apparel Retail Sector in India

Despite the impressive growth in India's organised apparel retail sector, challenges persist, notably in the form of employee turnover. The sector, contributing significantly to the country's GDP (currently at US \$88 billion) and job market (employing over 35 million), faces the persistent hurdle of retaining its workforce, despite being the world's

fifth-largest retail destination (Tagra, 2023). Despite attracting a substantial US\$ 4.48 billion in FDIs between April 2000-June 2023 and offering diverse career options in global e-commerce platforms, single-brand shopping websites, multi-retail apps, and social media sellers, the industry grapples with the ongoing issue of retaining employees (IBEF, 2023; Briefing, 2023). This employee turnover challenge could potentially impact the sector's projected expansion, which is expected to grow at a compound annual growth rate (CAGR) of 11-12%, and the ambitious goal of creating 25 million new jobs by 2030 (Tagra, 2023; IBEF, 2023).

One of the major challenges which have been faced by the organised apparel retail sector organisation in India is the growing level of competition from both domestic as well as international players as noted by Murugesh (2020). The rise in the middle class and rise in disposable income have made India an attractive market for several brands, which has rendered the landscape very competitive in nature. This has led to two negative phenomena namely pricing pressure with the need to keep prices low even at the cost of profitability rate and market saturation in major cities, which are major clients for brands, leading to a tough competitive atmosphere for all brands involved.

Further, Venkadavarahan & Marisamynathan (2022) noted that the supply chain also is a major challenge, with the expansion of such sector into tier 2 as well as tier 3 cities. Firms may have enough resources to sell and customers willing to buy, but without adequate supply due to inefficiencies in both logistics as well as warehousing services can impact the firm. This challenge has also been noted in tier 1 cities, but such primarily has related to sudden spike in demand or festive as well as holiday season. The lack of resources makes it harder to generate revenue to fund additional expansion.

This sector has always been a constantly evolving sector, with customer preferences and demands changing the way the industry operates as noted by Chattopadhyay (2019). Organised apparel stores need to account for changing customer preferences and update their inventory accordingly or lose customers to other players. When this aspect relates to different segments under which the organised apparel retail sector operates from shirts to trousers and male as well as female, this can be a complex

change which requires significant allocation of both financial as well as human resources. Old inventory may be required to be sold at a lower price, leading to a reduction in profitability rate.

Additionally, such stores need to operate in prime and major locations within the city, which can have an extensive cost if such is utilised as rent and not as direct purchase, as argued by Chatterjee (2023). Rent and guarantee cost a significant amount of financial resources, and with the growth in popularity of such regions, costs are expected to show a significant rise, which can lead to an increase in operational costs and a reduction in the profit margins of the organisation. Additional rent expenses can reduce the ability of the firm to allocate more amount to employee compensation and bonuses.

The organised retail sector is also facing the challenge of organisations and brands which are engaging in e-commerce as argued by Tarai & Shailaja (2020). E-commerce brands face significantly lower costs in the form of storage costs and the need to maintain salespersons, which allows them to sell at lower prices, leading to challenges for traditional players in the organised apparel retail sector. This has led to either organisations integrating e-commerce in their strategy or aligning with other traditional players for collective participation. Each of these aspects, if proven to be more profitable for the firm, can reduce expenses as well as human resource requirements from traditional stores.

Further, India has a significant number of legal issues ranging from labour management to reporting of any investment and financial activities of the organisation, which may lead to regular challenges for organised apparel retail sector organisations, as per Vashist (2023). Firms may spend significant managerial resources in meeting such requirements and non-compliance may also lead to both penalties as well as fines, which can increase costs of firm, in the worst case, lead to the government requiring the firm to shut down operations.

Additionally, laws influencing foreign investors can make getting investments harder for firms, further affecting their profitability. Additionally, Chhibber (2020) noted that along with such challenges, firms are also facing the challenge of constantly reducing profit margins, which can impact the ability of firms to engage in future expansion or increase the rate of compensation to employees. Reduction in such profit margin has been noted primarily due to regular discounts offered or due to discounts given as part of different campaigns or sales done by organisation. Such discounts, though increasing total revenue, may lead to a fall in the profit margin and net profits, which can impact the firm. Reduction of such discounts is not considered a valid option owing to growing competition.

While prior studies have talked about financial, technical, and operational challenges, the study by Kalia et al., (2023) talk about human resource challenges which are faced by organisation, as human employees are required for any role in the organised retail sector operations. Firms may find it harder to get employees at lower wages while at the same time, may find it harder to retain employees due to a larger number of prospective employers who are ready to pay more, and employees willing to shift at a slight increase in compensation. Thus, this challenge can influence the future of the organised apparel retail sector in India.

Several prominent training institutes in India, including the Fashion Design Council of India (FDCI), National Institute of Fashion Technology (NIFT), and Indian Institute of Fashion Design (IIFD), have developed specialised courses to enhance the skills of salespersons and managers within the apparel industry. FDCI focuses on promoting fashion design education, offering courses for aspiring designers and industry professionals (FDCI, 2023). NIFT provides a comprehensive range of undergraduate, postgraduate, and doctoral programs in fashion design, merchandising, and management, collaborating with industry partners to offer internships and training opportunities (NIFT, 2023). IIFD caters to both students and professionals with courses in fashion design, styling, and retail management (IIFD - Indian Institute of Fashion & Design, 2023).

Despite these initiatives contributing extensively to workforce knowledge and skill enhancement, the challenge of turnover persists, particularly for customer facing roles in the organised apparel retail sector in India, impacting the industry's overall growth.

2.8 Current and Future Trends in Indian Organised Apparel Retail Sector

One of the major future trends expected in the Indian organised apparel sector is the adoption of omnichannel strategies, which according to Kulkarni & Khan (2023), allows firms to have a combination of both traditional (offline) and digital (online) marketing strategy as well, which allows firm to interact with both traditional as well as latest customers. The development of an omnichannel strategy is expected to change the revenue model of the firm as well, and lead to the demand for more technical employees than other employees, though actual change will depend on what sales organisation is able to generate through both mediums on a long-term basis.

To add to this, Behera et al., (2023) noted personalisation will also play a major role, which will witness customers being able to try new garments in a virtual environment, and at the same time, allowing firms to provide personalised design required by customers on pre-selected garments. This aspect can lead to an increase in demand for salespersons whose role will now involve guiding customers to have personal design and becoming both technical supporter and salesperson in the department, thus combining both technological skills and marketing, in the foreseeable future of the organised apparel retail sector in the country.

With personalisation and artificial intelligence, the role of new technological tools like AR (Augmented Reality) and VR (Virtual Reality) is also growing which has been analysed by Bilewar et al., (2022). The primary use of such technologies will be to provide customers with an immersive view of the store even while purchasing from home and allow them to try different garments before making an actual purchase decision. Again, this aspect highlights how technology will become one of the major skills which need to be adopted by sales and management employees to secure their jobs and perform efficiently in the organised apparel retail sector in the foreseeable future.

Additionally, another aspect which has been noted to occur in the foreseeable future for the Indian organised apparel retail sector by Mariwala (2023) is the growth of DTC (Direct-To-Consumer) brands in which most textile brands, even if currently they are lacking presence in the organised retail market will attempt to enter and reduce the dependency on different intermediaries for the product. It should be noted that this aspect has been witnessed to occur and is currently leading to not much reduction in employment but rather a higher level of transfer and turnover with an increase in salary or brand value.

Further, Khurana & Muthu (2022) argued that there has been a growth in demand for slow fashion products over fast fashion products currently, and such a rate is expected to further increase in the foreseeable future. Soft fashion garments refer to those projects in which more focus is given to the quality of the garment rather than the quantity of production. From a salesperson's perspective, this will lead to the salesperson being required to undergo intensive training and at the same time, have significant knowledge regarding different aspects of the garment and production process, which needs to be provided to the customer to aid in decision-making. This requires management to focus on training initiatives as well.

With such focus on quality products, scholars Bai et al., (2022) have argued that growth will also grow of regional variants and diversity in garments especially in the Indian organised apparel retail sector, owing to a large variety of apparel which are currently worn in different regions of the country across several occasions years. From an employee viewpoint, being more receptive as well as attentive to both cultural as well as garment diversity across the regions of the country would aid them in addressing unique desires of the customer and leading to an increase in sales which is a win-win situation for both employees and management. Such adoption of large technological sources as well as different grammar styles to suit customer preferences, has been noted by Perumal et al., (2023) to lead to growth in smart retail stores as part of the organised apparel retail sector.

Smart retail is not a new concept but combines the aspects which have been discussed throughout. Employees and managers both need to understand that such changes are inevitable and will occur in the foreseeable future, hence a better option is to widen the knowledge base and develop technical proficiency, creativity, and communication skills to have a successful career.

A major aspect which needs to be in focus is the level and pace of digital transformation which is bringing a revolution in the Indian organised apparel retail sector and is also expected to continue in the foreseeable future by Dinesh et al., (2021). Digital transformation has always brought forward the debate of loss of jobs to machines and the need for employees to learn digital and technological skills which cannot be excluded from the organised apparel retail sector as well. With such changes, management also needs to ensure they consider human resource needs and do not diminish the importance of such employees in the workplace.

Artificial Intelligence (AI) and the Internet of Things (IoT) play pivotal roles in enhancing employee retention. AI-driven analytics can analyse vast amounts of employee data to identify patterns and predict potential turnover risks. This allows organisations to proactively address issues that may lead to dissatisfaction or attrition (Rao et al., 2020). IoT devices can be utilised to monitor workplace conditions, ensuring a comfortable and productive environment, which contributes to overall job satisfaction (Zulfan et al., 2020). AI-powered chatbots and virtual assistants can also provide personalised support to employees, addressing their queries and concerns in real-time (Nawaz & Gomez, 2019). By automating routine tasks, AI and IoT technologies free up employees to focus on more meaningful and fulfilling aspects of their roles, fostering job satisfaction and loyalty.

In an era of well-informed and researched customers, employee training becomes crucial for effective customer interactions and, consequently, employee retention. When employees are equipped with comprehensive product knowledge, industry insights, and objection-handling skills, they can navigate customer inquiries and concerns with confidence. Training programs that focus on understanding the customer's perspective,

empathetic communication, and effective objection handling empower employees to provide solutions tailored to individual needs (Aleem & Bowra, 2020 and Oluwatayo & Adetoro, 2020).

This not only enhances customer satisfaction but also instils a sense of competence and achievement in employees, contributing to their job satisfaction and engagement. Well-trained employees are better equipped to handle challenging situations, whether from internal or external customers, fostering a positive work environment and promoting long-term retention as affirmed by Elsafty & Oraby (2022) and Murtiningsih (2020).

2.9 Conclusion

The organised apparel retail sector is distinct from other organised industries such as IT, Engineering, and Automotive, presenting unique challenges and opportunities for employee retention. Unlike the IT sector, which often relies on project-based work and has a higher degree of flexibility, the organised apparel retail sector demands consistent and customer-centric service. Employees in retail are at the forefront of customer interactions, requiring a deep understanding of the product, fashion trends, and exceptional interpersonal skills.

In comparison to the engineering and automotive sectors, where technical expertise is paramount, the organised apparel retail sector places a premium on soft skills, including effective communication, customer relationship management, and the ability to adapt swiftly to changing fashion preferences. Unlike the more standardised processes of manufacturing in the automotive industry, retail relies heavily on personal touch, making each customer interaction unique.

Employee retention solutions in the organised apparel retail sector must prioritise ongoing training programs that not only enhance product knowledge but also hone interpersonal and sales skills. Recognising outstanding performance, providing clear career paths, and fostering a positive work culture are vital components of retention strategies. The turnover risks associated with frontline roles in retail sector necessitates

a focus on creating a supportive and motivating work environment to counteract the challenges posed by demanding customers and dynamic market trends.

In conclusion, the organised apparel retail sector's distinctive characteristics require tailored approaches to employee retention. Addressing the industry-specific needs for soft skills development, recognising the importance of personal interactions in the retail space, and implementing strategies to foster job satisfaction are essential for retaining a skilled and engaged workforce in this unique sector, which is addressed in the current study.

Chapter 3

Literature Review

Chapter 3: Literature Review

3.1 Introduction

The organised apparel retail sector constitutes a major part of the urban retail ecosystem in which people buy new clothing, to meet their personal and professional needs. It has been observed that this sector is highly competitive with the presence of both domestic as well as international brands, each of them trying to cater to the growing market demands. A major aspect of each of such brands is the need for a talented workforce who can address customer needs and have adequate knowledge as well as expertise regarding apparel products and customer needs.

Hence, in such a competitive market, it becomes important for each employer to ensure a higher rate of employee retention for which the current study has reviewed the existing studies which have been primarily conducted by different scholars from 2010. Such a range has been selected in order to analyse the historical as well as recent trends of different strategies and their influence on employee retention.

The role played by two moderating factors has also been analysed namely job motivation and job satisfaction. The primary rationale behind conducting such an extensive literature review is to arrive at a crucial literature gap regarding employee retention strategies in the organised apparel retail sector which will be addressed in the current study.

3.2 Employee Retention: Need and Impact in Organised Apparel Retail Sector

Yurchisin & Park (2010) asserted in the study that employee retention has often been considered as a crucial aspect in each industry primarily due to the need to ensure employees who perform better continue to work with the same firm. Hence, the need for employee retention arises due to the need to ensure higher and better employee performance when compared to competitors. The motivation aspect is also highlighted suggesting employee retention activities are also carried out with the aim of motivating employees to engage in professional development and work in a more effective manner leading to objective and goal achievement.

The study conducted by Mohammed (2012) shall also be analysed as it examined different HRM activities and noted several of them though are done in order to prepare for future leaders and ensure higher performance levels, such can also contribute to higher levels of employee retention which ranges from activities like providing higher incentives based on better performance, allowing flexibility in work, providing different monetary as well as non-monetary incentives, and finally engaging in the deployment of different training and development programs hence benefiting both objectives of HRM and leadership.

Reddy & Ch (2011) conducted study in organised retail sector and noted two major aspects have been evident in the study. Firstly, demand for talented and skilled workforce is growing in this sector which can be attributed to the organised retail sector as well. Secondly, employee satisfaction and turnover have been major challenges in which strategies adopted for employee retention are considered to positively influence employee satisfaction and hence improve employee retention. Thus, focus on employee retention is a crucial necessity currently for management in the organised apparel retail sector.

Need to engage in employee retention was analysed in study conducted by Ming et al., (2012) shall be considered who noted how high turnover rates in the organised retail sector can pose a problem for the company in the form of employee training costs but also in the form of reduction in the level of customer satisfaction and negative influence upon the brand image of the firm as well. Hence, it can be inferred that customer retention is a major aspect which needs to be considered owing to the significant negative influence employee turnover can have on firm growth and profitability.

Anjana et al., (2016) have also affirmed such aspect from the perspective of the garment industry and noted the need for HRM managers to effectively deploy each HRM function in this sector ranging from training to compensation management and finally to employee retention in order to ensure quality and effective workforce exists which can address customer demands and ensure the firm can stay ahead of the competition

in the highly competitive market of which all aspects is even currently true for organised apparel retail sector in India.

While considering employee retention, it should be noted that firms can adopt multiple strategies for employee retention as explored in study conducted by Terera & Ngirande (2014) who noted that it is not necessary that each strategy leads to employee retention can lead to job satisfaction and further, the influence of each strategy on employee retention can be different and hence needs to be reviewed through empirical analysis for specific sectors and industries (organised apparel retail industry is being considered in the current study).

Das & Baruah (2013) highlighted that in the context of academic studies regarding employee retention, it should be noted that such has been a major discussion historically as well as in recent era. Two major challenges exist for firms to consider the need for employee retention namely higher rate of turnover which can negatively influence profitability and rising demand for skilled workforce in the industry, both of which are major challenges which organised apparel retail sector still face and need to implement an effective and efficient human resources or employee retention strategy.

Employee perspectives also need to be considered while analysing the need for an employee retention strategy which has been covered in a study conducted by Rakhra (2018). It has been noted that out of all employees surveyed, the majority of employees felt the firm does not give them enough recognition and they face significant stress and challenges, which can lead to them leaving the job if such challenges persist which can lead to significant economic loss for the firm in terms of the need for again engaging in recruitment to training, which can be mitigated through the implementation of employee retention. strategies.

The study conducted by Kalia et al., (2023) shall also be considered noting the importance of employee retention and the need to consider it for all roles within the organised apparel retail sector owing to each job contributing significantly to the company and at the same time, frequent opportunity employees can get to hop from one

similar job to another due to highly competitive market and continuous demand for skilled workers which makes it a beneficial proposition for management to spend resources in employee retention.

Tiwari (2021) asserted prior studies have discussed employee retention from a cost perspective, other benefits also exist for the firm which needs to be analysed like improvement in employee morale and engagement rates as well which is expected to lead to higher performance and hence a higher level of profitability for the firms as well which is a major beneficial aspect for firms especially under highly competitive and continuously trend and fashion style changing market, thus companies benefit when they engage in employee retention.

**Table 3.01: Employee Retention: Need and Impact in Organised Apparel
Retail Sector**

Author(s)	Area of Research	Research Gap Identified
Yurchisin & Park (2010)	Employee Retention in Organised Apparel Retail	Lack of studies on sector-specific strategies influencing retention.
Mohammed (2012)	HRM activities and Employee Retention	Need for empirical validation of HRM activities on retention in the apparel sector.
Reddy & Ch (2011)	Employee Satisfaction and Turnover	Limited sector-specific data on retention strategies.
Ming et al. (2012)	Employee Turnover and Customer Satisfaction	Lack of empirical studies linking turnover to brand perception in apparel retail.
Anjana et al. (2016)	HRM functions and Employee Retention	Need for industry-specific HRM function effectiveness studies.
Terera & Ngirande (2014)	Influence of Retention Strategies	Variation in effectiveness of retention strategies across

		industries remains unexplored.
Das & Baruah (2013)	Employee Retention Trends	Rising demand for skilled workforce lacks empirical validation in apparel retail.
Rakhra (2018)	Employee Perspectives on Retention	Employee concerns such as recognition need sector-specific solutions.
Kalia et al. (2023)	Importance of Employee Retention	The role of competition in employee movement needs further study.
Tiwari (2021)	Cost-Benefit Analysis of Retention	Influence of employee morale on retention strategies remains unexplored.

3.3 Training and Development and Employee Retention

The influence of training and development opportunities which are provided by the organisations is noted to have a significant impact on the employee retention process as asserted by WMTNK & Dilanthi (2019). This study however does not consider training programs to be deployed for all employees but rather suggests doing so for employees for which a high potential level has been noted and training them can aid in keeping them in business which can aid firms to have a higher rate of performance and better rate of profitability. Hence, these scholars considered training as a selective strategy.

The logical relationship of training and development and employee retention has also been established in a study conducted by Kossivi et al., (2016) who noted organisation which engages in providing training and development opportunities have led to higher levels of retention in the organisation. This has been noted from two aspects, firstly, such training opportunities are considered as the dedication of the organisation to invest in employee future and secondly, training and development opportunities have been noted to reduce the workload challenge which is faced by employees and make them

more proficient in their work and thus ensures they face a lower level of stress and hence are more likely to continue in the job.

Imma & Hassan (2015) in the study, established that training and development opportunities which are provided by the organisation have a positive and significant impact on employee retention. This study has connected such retention acts primarily with career development opportunities an employee receives as a result of getting training which helps them to do their job more efficiently and at the same time, be eligible for promotion to better roles which are usually considered to bring more respect as well as better compensation both of the aspects which are considered important for employees.

The need for training and development for employees in the retail sector has been efficiently established in a study conducted by Kumar (2016), who noted such training is essential to prepare efficient employees who will aid firms in mitigating the challenge of competition and at the same time, also lead to higher profitability for the firm. This study also noted that the entrance of global retailers into the Indian market has made employee training essential for domestic retailers hence inclusion of such training programs serves dual benefits. Such benefits exist both in facing competition and employee retention.

Kaur & Sharma (2017) who noted that organised retail sector is always in demand of talented and skilled employees which is becoming more crucial considering the growth of competitors. Under such a scenario it has been argued that firms need to ensure the employees they have recruited and selected are provided adequate training and then retained, so combining training and development programs with the aim for employee retention serves both goals which suit the needs of the organised retail sector.

A logical model has been established in a study conducted by Suryanarayana & Kumar (2018), who took into consideration the career growth perspective of employees and how much can influence the willingness of employees to continue working with the organisation. Under this logical model, training and development opportunities

provided by the organisations whether as on-the-job or off-the-job programs ensure that employees are able to engage in the professional development of themselves and get a chance to be promoted to higher positions which makes employees perceive they have a bright future and continue to work in the same organisation.

The study by Chandiok (2012) however offers a contrasting perspective in which though the influence of training and development programs on employee retention is asserted, it suggests the actual influence depends on several factors which can include demographical variables, current job position of employee and expected position after promotion, and level of experience employees currently have before engaging in such training program. All these factors collectively contribute to varying satisfaction employees have regarding training and development opportunities but the positive influence on employee retention in the textile sector cannot be understated.

The study by scholars Manikandan & Sivakumar (2017) goes further deep to explore the nature of training which leads to better employee retention levels in the organisation. It has been noted here that training needs to be continuous as well as in alignment both with firm goals and expected job roles of employees which will ensure that employees are able to not only perform their current job role efficiently but also feel lesser stress leading to lower instances of burnout and feeling more secure about their future, all of which led to employee retention

Sivarethinamohan et al., (2021) analysed nature of training in retail sector and noted training and development programs are largely dependent on both job roles as well as expected future and organisational aims. In this aspect, it needs to be noted that training programs can be focused upon hard skills or soft skills or combine both hence considering that specific types and content under training programs lead to better retention can only be developed on a case-by-case basis and may not hold for the entire organised apparel retail sector.

The study conducted by Sawaneh & Kamara (2019) needs to be considered while designing training program for retail sector employees who noted that such training

programs when designed should also take into account different aspects which lead to the satisfaction and dissatisfaction of employees. This logical model hence notes that by considering dissatisfaction aspects, employers will be able to develop training programs which not only lead to career development and achievement of organisational goals but also employee retention thus providing dual benefits for employers.

Table 3.02: Training and Development and Employee Retention

Author(s)	Area of Research	Research Gap Identified
WMTNK & Dilanthi (2019)	Training and Development for Employee Retention	Lack of studies on mandatory vs. optional training impact on retention.
Kossivi et al. (2016)	Relationship between Training & Retention	Empirical evidence on training impact in apparel retail missing.
Imma & Hassan (2015)	Training and Career Growth	No study on long-term career growth through training in apparel retail.
Kumar (2016)	Global Retail Competition and Training	The effectiveness of training to combat competition remains unexplored.
Kaur & Sharma (2017)	Role of Training in Employee Retention	Need for specific research on training implementation in apparel retail.
Suryanarayana & Kumar (2018)	Career Growth & Training	Career pathways post-training need further research.
Chandiok (2012)	Employee Demographics & Training Impact	Need for industry-focused empirical validation.
Manikandan & Sivakumar (2017)	Continuous Training & Job Security	Lack of research on stress reduction due to training in apparel retail.

Sivarethinamohan et al. (2021)	Training Customization for Job Roles	The role of soft skills vs. hard skills training remains underexplored.
Sawaneh & Kamara (2019)	Training Satisfaction & Retention	Lack of studies integrating dissatisfaction factors into training design.

3.4 Performance-Based Rewards and Recognition and Employee Retention

The study conducted by Wickramasinghe & Sajeevani (2018) asserted that employee rewards and recognition have a significant influence on employee retention and such through empirical study has been noted to have a variance of above 48% which establishes it as a key employee retention strategy and also strengthens the idea of analysing it with respect to organised apparel retail sector where a significant proportion of total compensation is dependent upon total sales made by employees or total sales by the shop.

Mittar (2014) asserted in the study that rewards and recognition systems have been only noted to work in case such is done through what employees consider a fair appraisal method and does not involve any form of discrimination or other practices which can negatively influence both employee satisfaction and hence also negatively influence employee retention which needs to be carefully considered by management. Thus, transparency and fairness are crucial in this strategy.

Rewards, as well as recognition which is provided by the company to employees, is also considered a significant strategy in a study conducted by Hussain & Rehman (2013) who asserted that such leads to employee retention as employees feel the company is positively recognising the dedicated efforts done by employees and is giving them monetary and non-monetary considerations which are more than the regular compensation and hence also acts as a strategy for better performance. Hence, the reward system promotes performance and retention.

An interesting aspect has also been provided in the study conducted by Sector (2019) who noted one of the major reasons behind company-lead employment termination decisions is a lack of effective performance for which rewards and recognition system is considered adequate to lead in ensuring the employees who perform better get better rewards and at the same time, allow identification of employees with better potential and continuously retain them as well since they get better rewards for better performance than other employees.

Weerasinghe et al., (2012) analysed the influence of rewards on employee retention and noted that the influence of such rewards, if given in monetary terms, shall be considered based on the total percentage of such rewards with respect to salary and compensation which is being offered to employees. If total rewards even after significant work are only a small percentage of the basic salary, then such is not expected to influence employee retention levels for employees in the organised retail sector.

The financial perspective for employee retention has been covered in a study conducted by Clayton (2018) who asserted that firms need to determine the potential losses they can face due to employee turnover and then ascertain whether giving rewards for better performance (take into account, revenue from better performance) can aid firms to achieve all three goals, improve job satisfaction rate, improve employee retention rates, and improve employee performance as well all of which can lead to improvement in firm performance and hence is a beneficial decision for the firm.

Rahman et al., (2018) in the study has noted only a moderate influence of rewards and recognition on employee retention aspects in the readymade garment sector in Bangladesh. This study aspect needs to be evaluated from the context of the organised apparel retail sector in Mumbai which has some of the major brands present around the world and employee perception of different retention strategies may differ as well requiring comprehensive analysis in which rewards and recognition based on performance is also a crucial factor.

Danish & Usman (2010) asserted that rewards and recognition have a direct influence on the willingness of employees to continue working in the organisation as well as employee motivation. Such aspects have been then reviewed in order to establish that the organisation will not only want to retain employees but will also want them to be motivated enough to carry on their jobs in a more effective manner, both of which can be ensured through a performance-based reward strategy.

Akafo & Boateng (2015) noted through empirical evaluation that no impact has been evident or adoption of rewards and recognition strategy on job satisfaction although the impact has been noted on employee retention rate. For such an aspect, it becomes evident to consider adopting this with multiple strategies for employee retention being done in the current study by considering five distinct strategies.

The study conducted by Tirta & Enrika (2020) has asserted that the adoption of employee rewards and recognition based on performance done by employees in a given time frame does positively influence the satisfaction employee has from their jobs and hence also influences employee retention level in the organisation as well. Under such an aspect, while it cannot be completely ascertained of impact on job satisfaction, positive influence on employee retention has been established and hence will be evaluated in the context of the organised apparel retail sector.

Table 3.03: Performance-Based Rewards and Recognition and Employee Retention

Author(s)	Area of Research	Research Gap Identified
Wickramasinghe & Sajeevani (2018)	Performance-Based Rewards & Retention	No empirical study validating reward systems in apparel retail.
Mittar (2014)	Fairness in Rewards & Retention	The role of transparency in reward effectiveness is not studied.

Hussain & Rehman (2013)	Recognition as a Retention Tool	Industry-specific impact of non-monetary recognition is unexplored.
Sector (2019)	Rewards & Performance Management	Link between rewards and long-term retention lacks empirical validation.
Weerasinghe et al. (2012)	Financial Rewards & Retention	The percentage of reward impact on retention remains unclear.
Clayton (2018)	Cost Analysis of Rewards for Retention	Need for ROI analysis of reward strategies in apparel retail.
Rahman et al. (2018)	Rewards & Retention in Garment Sector	No study examining differences between apparel retail and garment sectors.
Danish & Usman (2010)	Motivation & Retention	Need for sector-specific motivation studies.
Akafo & Boateng (2015)	Impact of Recognition on Job Satisfaction	Recognition impact on retention needs further validation.
Tirta & Enrika (2020)	Time-Bound Rewards & Retention	Long-term impact of reward programs remains unexplored.

3.5 Cross Functional Job Rotation and Employee Retention

Job rotation has been considered as a crucial tool which, as noted in a study conducted by Idris (2014), can influence employee retention by aiding firms to face the challenge of higher competition. Such practices have been based primarily on a flexible work ecosystem and can also aid companies to have a workforce which can adapt to different roles and hence aid companies to ensure they can face short-term challenges of skill shortage as well. Thus, engaging in cross-functional job rotation is a major strategy which can aid both in mitigating short-term challenges and employee retention as well.

Job rotation has been noted to lead to better work practices and conditions as noted in a study conducted by Khan et al., (2023). Here, it has been noted such tends to address collaboration and employee perspectives challenges, both of which have been further noted as aspects which can lead to higher levels of employee turnover and hence get addressed by cross-functional job rotation. This strategy, in addition to this, also aids in ensuring employees have a better idea of the entire ecosystem and how each job role contributes, leading to a sense of belonging as well which further improves retention rate.

The potential improvement of employees due to engaging in job rotation has been analysed in the study which has been conducted by Pervin & Khan (2022) who further argued that such can help organisations identify candidates who have maximum potential and can aid firms to achieve organisational goals if they continue working in the same firm or are promoted to top positions. This aspect can help firms that want to engage in the adoption of employee retention strategies dedicated to specific employees and hence also aid firms in achieving both short-term and long-term objectives.

Alam (2023) offered a unique perspective which needs to be analysed they suggested it is possible that employees get hired at low-level positions but have skills which suit higher-level jobs or at different departments and such employees are noted to have a higher probability of quitting the job if they get such jobs in other organisations. Cross-functional job rotation in this aspect can aid in identifying actual job roles which will suit the employee and at the same time aid in employee retention by giving them such a role which provides dual benefits to the firm in the form of retention and better performance.

An empirical model regarding influence of cross-functional job rotation on employee retention has been established in a study conducted by Suleman et al., (2022) also needs to be considered who noted the influence job rotation practices can have on both organisational commitment showcased by employees as well as the satisfaction they get from job of which have been noted to lead to employee retention along with better performance. Thus, it becomes evident that job rotation is a crucial exercise influencing

both employee performance and retention to be explored in the organised apparel retail sector.

The study conducted by Kiruru & Mose (2023) have noted no impact of adoption of job rotation strategies on job satisfaction and hence no influence is also witnessed on employee retention. This study has been done primarily with respect to employees who engage in textile manufacturing and there is a lack of studies for the organised apparel retail sector. Thus, there is a need for studies which examine this from the viewpoint of the organised apparel retail sector.

The study conducted by Gangwani et al., (2020) provided significant insights that no significant difference exists in the noted impact of either job rotation strategy or training and analysed such aspects with respect to textile industry workers in India. However, it should be noted that the role of workers is quite different from employees who work in the organised retail sector and hence needs to be further analysed to ascertain the impact in the organised apparel retail sector.

Sudheer (2021) has also affirmed the role which can be played by job rotation in increasing employee satisfaction and contributing to employee retention and suggested such job rotation shall be done primarily among job positions at the same level which has been disputed idea as well with some suggesting such rotation to primarily happen with one position above as well in order to select employees with higher potential as well which will benefit the organisation and hence depends on each organisation.

Paladin (2023) noted that job rotation is one of the major knowledge and skill-based retention strategies which can influence employee retention and turnover rates in an organisation. While analysing such aspects, it should be noted that this strategy depends upon different skills and hence needs to be evaluated in each industry, which in the current study, will be evaluated with respect to the organised apparel retail industry.

A combined strategy of training as well as job rotation for employee retention has been suggested in a study conducted by Al Aina & Atan (2020) who noted that a combination of both these strategies is expected to lead to a higher level of employee satisfaction

and employee retention as well along with better employee performance as well. Such an aspect is also being considered in the current study for which both strategies of job rotation as well as training will be considered as individual strategies and the impact will be evaluated for the organised apparel retail industry.

Table 3.04 Cross-Functional Job Rotation and Employee Retention

Author(s)	Area of Research	Research Gap Identified
Idris (2014)	Job Rotation & Retention	The impact of job rotation on skill development remains unexamined.
Khan et al. (2023)	Collaboration & Job Rotation	No empirical validation of job rotation effectiveness in apparel retail.
Pervin & Khan (2022)	Job Rotation & Talent Identification	Lack of research on job rotation as a leadership identification tool.
Alam (2023)	Skill-Job Fit through Rotation	The role of job rotation in reducing skill mismatch is underexplored.
Suleman et al. (2022)	Organisational Commitment & Rotation	No validation of commitment improvement via rotation in apparel retail.
Kiruru & Mose (2023)	Job Rotation in Textile Industry	Apparel retail sector lacks job rotation studies.
Gangwani et al. (2020)	Job Rotation vs. Training	The effectiveness of rotation over training is unexamined.
Sudheer (2021)	Horizontal vs. Vertical Rotation	No consensus on the most effective type of rotation.
Paladin (2023)	Knowledge-Based Retention Strategies	Apparel retail-specific job rotation benefits need validation.

Al Aina & Atan (2020)	Training & Job Rotation	Combined impact of both strategies on retention is unexplored.
-----------------------	-------------------------	--

3.6 Flexible Working Hours Policy and Employee Retention

According to Davidescu et al., (2020), the flexible working policy has been a historical aspect aimed at increasing job satisfaction among employees in the organised apparel retail sector but has got more focus in recent years. This has led to an increase in job satisfaction primarily after the pandemic and it has also been positively connected with improvement in the level of employee retention. It should be noted that this study supports the argument for introducing such a policy but also notes such should be done while considering both job roles and the level of demand which is a seasonal aspect considering the organised apparel retail sector.

The study conducted by Shakeel & But (2015) shall also be considered in this context it noted that the major challenge which employees face leads to a higher rate of employee turnover is more working hours in the organisation than expected which leads to an increase in stress leading to burnout and hence increase in willingness among employees to quit the firm. Under such an aspect, it becomes necessary for firms to engage in flexible working hour policies as it will lead to not only a reduction in employee turnover but also a reduction in employee stress which benefits the firm

Rombaut & Guerry (2020) noted an interesting perspective which is different from work done by prior scholars as it has been suggested introducing flexible working hours does not have a positive impact on retention if the average influence on all members is considered however it has asserted positive influence is noted on individual members. This aspect, hence makes it necessary to evaluate such aspect from the perspective of the entire organised apparel retail sector in order to determine how such policy shall be designed and how it shall be implemented

The study conducted by Tan & Omar (2022) provided a unique insight that flexible working hours policy is not a traditional policy which leads to a higher level of

employee retention but rather developed as a strategy for improved employee retention and at the same time, address stress and other associated challenges which became prevalent during the pandemic. Irrelevant of the aspects that whether such a strategy emerged from a traditional HRM ecosystem or from addressing employee challenges, a clear and positive influence on employee retention has been established and hence such needs to be empirically evaluated for the organised apparel retail sector

The study conducted by Zaighum et al., (2021) noted flexible working hours have been a significant demand for the workforce and hence needs to be considered by HRM managers. It should be noted that such a study was conducted primarily with reference to the textile industry and hence exists a crucial need to evaluate such aspects with reference to the organised apparel retail sector. In considering the employee retention aspect, the argument has been to consider those factors which can influence the level of satisfaction and needs the workforce has while engaging with the organisation.

Bhsuan & Kar (2020) did an extensive analysis of workplace flexibility strategy and noted such can be noted in the form of flexibility in terms of working location, work hours, and flexibility in the job process. For the current study, which focused upon the organised apparel retail industry, the focus is given to flexibility in working hours as a location in which employees need to perform the job is fixed along with job roles an employee is expected to do especially in employee roles and in lower and middle-management roles. Hence, only work hours flexibility is being considered.

The study conducted by Haddad et al., (2023) clearly established that the adoption of a flexible working hours policy has had a significant impact on both employee engagement as well as dedication to work with the organisation, both of which have been noted to reduce the level of employee turnover and hence contribute to employee retention with the organisation. Hence, the impact of flexible working hours has been noted in several aspects which are beneficial for management and the company thus it is in favour of management to introduce flexible working hours in the organised apparel retail sector.

Based on insights available from analysis of study conducted by Wang & Heyes (2020), the adoption of a flexible working hours strategy has a significant impact on employees whose long-term contracts are about to end and hence management is going to negotiate with their new contracts. Thus, it should be noted that the organised apparel retail sector is trying to hire more workers to meet seasonal demands and hence such a policy can aid in the retention of the most talented employees for a longer timeframe.

Dahiya & Nandal (2021) in their study has asserted that a flexible working hours policy can lead to a higher level of employee engagement which will lead to a higher level of employee retention in the organisation. In such an aspect, it shall be noted that adoption of a flexible working hours policy is often considered a major aspect which leads to several benefits to the firm in terms of improvement in employee productivity and employee performance, and at the same time, leads to employee retention. Thus, firms have significant advantages when adopting such policies.

Adoption of flexible working hours has been connected to higher levels of rest hours which are available to employees making them more productive and efficient and at the same time, also ensuring they continue staying with the organisation as affirmed in the analysis of a study conducted by Qudoods et al., (2022). With the need for ensure better performance of employees and navigating competition, it can be inferred that this strategy can be crucial for firm performance and hence also employee retention rates.

Table 3.05: Flexible Working Hours Policy and Employee Retention

Author(s)	Area of Research	Research Gap Identified
Davidescu et al. (2020)	Flexible Work & Employee Retention	Seasonal demand impact on work flexibility is not studied.
Shakeel & But (2015)	Work Hours & Burnout	No sector-specific research on burnout due to inflexible schedules.
Rombaut & Guerry (2020)	Flexible Work & Individual Satisfaction	Sector-wide impact of flexibility remains unexamined.

Tan & Omar (2022)	Pandemic-Driven Work Flexibility	Long-term viability of flexible hours post-pandemic is unclear.
Zaighum et al. (2021)	Flexibility Demand in Textile Industry	Need for apparel retail-specific flexibility studies.
Bhsuan & Kar (2020)	Workplace Flexibility Models	Apparel retail requires flexibility framework development.
Haddad et al. (2023)	Employee Engagement & Flexibility	Relationship between engagement and retention is not established.
Wang & Heyes (2020)	Contract Renewals & Flexibility	Impact of flexibility on contract extension is unexplored.
Dahiya & Nandal (2021)	Flexible Working & Productivity	Impact of flexible hours on engagement and performance needs further analysis.
Quddoos et al. (2022)	Rest Hours & Employee Retention	Effect of work flexibility on productivity and retention remains unclear.

3.7 Higher Education and Employee Retention

Coetzee & Baker (2015) asserted that several organisations are adopting higher education facilities for employees, in which employees take care of expenses and other aspects which are associated with higher education of employees. Such aspects are considered to aid in career growth and development of skills within employees who will continue working with the organisation and hence act as a strategy for both career development as well as employee retention, hence providing future leadership talent for the organisation.

Panda et al., (2022) asserted that firms can provide higher education opportunities and aspects to employees by providing two major aspects, namely monetary contribution in

the form of certain or complete fees and also providing study leave, with the aim that employees gain necessary skills under educational institutions and continue working with the organisation. Scholars have supported this aspect by suggesting firms may introduce certain contractual aspects for fixed work timeframe after completion of education to ensure it does not face loss.

A unique insight is derived from analysis of study conducted by Sennikova et al., (2018) who asserted that providing higher educational services can be in the form of management or technical skills which are necessary for employees to engage better in their current job and at the same time, also engage better in future job roles they are expected to get after being promoted. In this manner, it can be noted that such aids the company to identify employees who have better potential and hence use educational services as a tool to retail talent.

Providing higher educational opportunities is also considered by certain scholars like Pandey et al., (2015) as a tool to promote the concept of ethical leadership in an organisation which acts as a motivational tool for employees and at the same time makes employees willing to continue working in an organisation and thus lead to a reduction in turnover. If we consider ethical leadership principles, then contractual obligation becomes a negative aspect but however such is necessary to reduce losses hence a balanced approach is suggested to ensure employee retention.

Nguyen (2020) asserted that providing higher educational opportunities either in the form of monetary support or scholarships or through the provision of leaves or through collaboration with different institutions, all of such aspects leads to a higher level of loyalty employees have towards the brand. Thus, it has also been noted that employees who are loyal towards the organisation show reduced turnover levels hence aiding the achievement of the objective of higher employee retention levels in the organisation as well. It should be noted that all aspects discussed above together form part of this strategy.

Higher education strategy however is negatively considered in the case of the apparel manufacturing industry by Kumar et al., (2021) who asserted that employees who may have higher educational qualifications or get such qualifications while working in the organisation may not want to continue and seek better jobs in other industries. This aspect needs to be crucially considered for the organised apparel retail sector where there is already a demand for a skilled workforce and also a need to develop skills and talent among employees.

Lin & Huang (2021) in their study highlighted that providing access to higher education opportunities has also been closely connected to the development of a learning culture in organisations. These scholars asserted development of such a learning culture in organisations also leads to not only an increase in job satisfaction rate but also employee performance rate, both of which benefit the firm. Further, this study has connected learning culture with employee retention in which positive results are noted suggesting employees favour to continue to work in those firms in which they get the opportunity to continuously learn new concepts and skills which can aid them in their future lives as well, hence inclusion of higher education can be considered by management.

Education is considered a tool for organisational growth and development as noted in a study conducted by Prashanth & Veena (2022) which leads to a higher level of employee retention. In this context, it should be considered that higher education needs to be considered on the basis of both management education as well as technical education and such can be determined with respect to actual skills which are needed in the workplace and needs to be evaluated by management.

Employee attrition has been one of the major issues which are faced by several industries as noted in a study conducted by Harini & Anandan (2023) who also asserted that such if can be addressed by using higher educational opportunities then such is a crucial element which can be adopted by the organisation in order to ensure a higher rate of employee retention.

Aman-Ullah et al., (2020) asserted that higher education opportunities need to be adopted only when employee retention rates are considered and it is noted that employees with higher potential rates are leaving firms due to higher educational opportunities or not as providing monetary help for promoting higher education is an extensive aspect and need to be carefully reviewed.

Table 3.06: Higher Education and Employee Retention

Author(s)	Area of Research	Research Gap Identified
Coetzee & Baker (2015)	Higher Education & Retention	Need for industry-specific data on education-led retention.
Panda et al. (2022)	Employer-Sponsored Education	The effectiveness of contractual obligations post-education is unclear.
Sennikova et al. (2018)	Management vs. Technical Education	Which type of education retains employees better remains unclear.
Pandey et al. (2015)	Ethical Leadership & Education	Education's role in promoting ethical leadership is unexplored.
Nguyen (2020)	Scholarships & Employee Loyalty	Empirical validation of scholarship-led retention is needed.
Kumar et al. (2021)	Higher Education & Attrition	Risk of post-education attrition is not assessed.
Lin & Huang (2021)	Learning Culture & Retention	The role of workplace learning culture in retention needs more study.
Prashanth & Veena (2022)	Organisational Growth via Education	Impact of management vs. technical education on retention needs validation.

Harini & Anandan (2023)	Employee Attrition & Higher Education	Higher education's role in reducing attrition is not well-researched.
Aman-Ullah et al. (2020)	Cost-Benefit Analysis of Higher Education Support	Need for cost-effectiveness study on employer-sponsored education.

3.8 Job Motivation as Moderator Influencing Effectiveness of Retention Strategies

The impact of employee motivation on job satisfaction has been established through a logical framework in a study conducted by Tiwari (2021) who asserted that such is ensured as motivated employees tend to work in a more productive manner and at the same time, stay more loyal with the organisation which leads to a reduction in employee turnover hence providing dual benefit to the organisation. This study also connected both job satisfaction and job motivation for which both are being adopted as two crucial moderators in the current study which influence the relationship between different retention strategies and employee retention.

The study by Hutomo & Nawangsari (2024) has also critically evaluated the need for employee motivation as it noted that employees being human beings always look for better opportunities in the workplace, better career opportunities, and better professional development chances, all of which have been covered under different strategies here which focus on improving employee retention. Hence, it can also be inferred that such strategies can influence the level of job motivation and hence lead to employee retention which will be empirically evaluated in the current study to better address the gaps.

Deegahawature & Rajapaksha (2024) analysed and established training as a strategy which can improve the level of employee motivation in an organisation and is expected to increase the level of employee retention by reducing turnover and absenteeism of the workforce. The current study will attempt to broaden the study by considering five different strategies and at the same time, take into consideration employees in the

organised retail sector as prior studies have considered textile workers which does not cover such employees who engage in sales.

The study by Husainah (2023) has also evaluated the influence of different strategies on employee motivation and how such leads to a reduction in employees' perception of quitting their jobs and shifting to other job positions or organisations. However, it should be noted that the current study is based on a non-probabilistic sampling method and hence has only established such inference for one organisation whereas such needs to be done by taking into account multiple stores under the organised apparel retail sector to universalise the results for the industry.

Miao et al., (2020) asserted that different strategies for employee retention can lead to influence in either intrinsic or extrinsic motivation as well in which each aspect is noted to have a different impact on employee willingness to continue to stay with the organisation. This aspect has not been differentiated in the current study under the aspect that each factor can influence both sections owing to the impact of any strategy on future careers as well.

The study by Paredes-Aguirre et al., (2022) has provided an interesting proposition in which job burnout has been considered as a mediating variable which can influence the relationship between job motivation and employee retention for the organisation. Based on such an aspect, the current study develops based on the condition that different retention strategies are being considered to reduce burnout and it is important to evaluate whether job satisfaction can moderate the relationship between five different strategies and the primary aim of increasing employee retention in the organised apparel retail sector in Mumbai.

The study conducted by Çetin & Erbay (2022) established a reverse approach from other studies and evaluated how different strategies can contribute to a higher level of motivation (in this study as well, both intrinsic and extrinsic motivation is considered and impact on both is affirmed). Thus, the influence of strategies on job motivation on employee retention is developed but a gap exists in the form of evaluating different

strategies empirically and then evaluating moderating impact which will be done in the current study thus providing a comprehensive framework which combines all aspects.

Employee motivation has often been evaluated as a mediator variable in the relationship between different aspects of employee retention aspect as evidenced by a study conducted by Lahbar et al., (2024) which leaves a crucial gap firstly in terms of demographical aspects of covering employees who work in organised apparel retail sector in India and secondly, lack of studies which focused upon analysing job motivation as a moderator variable which can open up new avenues of research and aid in strategy development.

The study conducted by Azmy et al., (2023) combines Herzberg and Maslow's motivation theories and notes how much can lead to a higher level of employee engagement and a higher level of employee retention as well. It should be noted that both of these theories provide foundational context for considering job motivation as a moderator in the study and at the same time, such a variable has been adopted for analysis of relationship in the manufacturing sector whereas this study will use it in the context of organised apparel retail sector which further addresses research gap.

The influence of job motivation on job retention has been asserted in the study conducted by Ganguli & Padhy (2023) who however has also suggested that such relationships are moderated by different demographic attributes including the industry in which the employee works. Considering the results of this study, it becomes evident that the moderating relationship which is primarily noted from the textile and retail sectors may not hold in the same direction and strength in the case of the organised apparel retail sector which will be evaluated in the current study as moderators.

Table 3.07: Job Motivation as Moderator Influencing Effectiveness of Retention Strategies

Author(s)	Area of Research	Research Gap Identified
Tiwari (2021)	Employee Motivation & Retention	Industry-specific impact of job motivation remains unexplored.

Hutomo & Nawangsari (2024)	Motivation & Career Growth	Lack of empirical studies linking motivation to retention in apparel retail.
Deegahawature & Rajapaksha (2024)	Training & Job Motivation	The impact of training on motivation in apparel retail lacks empirical evidence.
Husainah (2023)	Job Motivation & Turnover Intentions	More studies needed across multiple apparel retail stores.
Miao et al. (2020)	Intrinsic vs. Extrinsic Motivation	Differentiating the impact of motivation types on retention is unexamined.
Paredes-Aguirre et al. (2022)	Job Burnout as a Mediator	The moderating role of job motivation in burnout reduction needs more study.
Çetin & Erbay (2022)	Retention Strategies & Motivation	The effect of different retention strategies on intrinsic and extrinsic motivation needs further study.
Lahbar et al. (2024)	Moderators in Employee Retention	Lack of research on job motivation as a moderator in retention.
Azmy et al. (2023)	Herzberg & Maslow's Motivation Theories	Empirical validation of motivation theories in apparel retail is required.
Ganguli & Padhy (2023)	Motivation & Industry-Specific Impact	The strength of motivation's impact varies across industries, requiring sector-specific research.

3.9 Job Satisfaction as Moderator Influencing Effectiveness of Retention Strategies

A positive relationship has been noted between job satisfaction and employee retention in a study conducted by Saragih et al., (2022) who also observed that such a relationship holds under different leadership styles. Hence, it can be inferred that irrespective of any leadership style which is adopted, leaders need to ensure a higher level of job satisfaction which is noted to motivate them to work productively and continue working in the same organisation. The influence of job satisfaction has also been noted in the relationship between training programs and employee retention in this study.

Sainju et al., (2021) noted the prevalence of job satisfaction as an attribute influencing employee retention can also be discovered and established in an actual setting if such is done through analysing employee entrance as well as exit surveys which are done in prominent organisations in order to evaluate what practices lead to employees quitting the organisation. Thus, job satisfaction as an actor has been noted to have a significant presence throughout the employee job cycle in the firm operations.

The empirical study conducted by Tirta & Enrika (2020) shall also be covered which analysed the influence of job satisfaction as a mediator in the relationship between two different retention strategies, promoting work-life balance and rewards and recognition strategy on employee retention. Acceptance of such a hypothesis suggests the crucial role which is played by job satisfaction in the influence of any employee retention strategies on actual employee retention level in an organisation. Further, this study also leaves a crucial research gap in analysing job satisfaction as a moderator which needs to be analysed for better clarity which will be done in this study.

Theoretical aspects of job satisfaction has been analysed in the study conducted by AL SHAHER & ZREIK (2022) who asserted that any employee retention measure or even strategies which are adapted for a positive organisational culture can be influential in reducing employee turnover or promoting a higher level of employee retention if employees feel more satisfied in the job while doing their job as a result of strategy implementation. Under this theoretical framework, job satisfaction has been considered

as a reduction in the level of stress associated with a job as a result of the implementation of different strategies.

Nguyen et al., (2022) analysed different strategy influences on employee retention under the prominent theoretical framework of Maslow hierarchy of needs theory, in which it has been noted that if any strategy or job role leads to satisfaction of the needs under this structure, such automatically leads to increase in the level of job satisfaction which leads to an increase in willingness to stay in the organisation. A major logical inference which has been established here is that motivation theories for employee retention often have the initial aim of job satisfaction.

Malik et al., (2020) noted an interesting and significant aspect of a study which needs to be reviewed under the context of job satisfaction and employee retention. Scholars have established here that employee retention is a long-term strategy and the aim of such strategies is to increase the level of job satisfaction which is noted to directly reduce the rate of employee turnover and hence improve the rate of retention. The inclusion of the time aspect also established a frame in which the impact of different strategies needs to be evaluated.

A study on different strategies which promote a safe work environment and at the same time healthy working conditions has been done by Muhammad et al., (2020) who noted such strategies have been found to increase both employee commitment as well as satisfaction they derive from a job which can make them willing to stay in company. This study however noted that certain aspects may make employees quit their jobs even if they are satisfied with their current jobs, for which it becomes important to evaluate the influence of different employee retention strategies under the moderating role of job satisfaction.

The motivation aspect (both intrinsic and extrinsic) has been analysed in a study conducted by Fernando & Sutha (2022) who noted when employees feel motivated, they tend to work with more productivity and at the same time, continue to work with the organisation. This study has connected to the aspect that different strategies which

create motivation to do a job also create job satisfaction hence not only establishing the need to evaluate satisfaction but also the need to consider both satisfaction and motivation as two moderators which can influence both strategies in the study.

The influence of employee rewards as well as other incentive programs on job satisfaction has been covered in a study conducted by Muhiban & Nurohmat (2023), who noted a positive relationship however it should also be noted that this study does not take into account whether such lead to any change in employee retention rate or not. The current study has considered employee rewards and incentives under a performance-based reward system which will act as a logical expansion of this study by analysing direct impact as well as potential moderating relationship among variables.

The mediating effect of job satisfaction has been noted in a study conducted by Hermawan & Riani (2023) who however had conducted the study on different aspects which lead to job insecurity and employee retention. It should be noted that such job insecurity has not been considered directly in the study; rather it considers various strategies which can promote employee retention and analyses moderating roles to understand whether such variables can reduce different challenges employees face in which job insecurity is also a major challenge which connects this study with our proposed framework.

Table 3.08: Job Satisfaction as Moderator Influencing Effectiveness of Retention Strategies

Author(s)	Area of Research	Research Gap Identified
Saragih et al. (2022)	Job Satisfaction & Retention	Leadership impact on job satisfaction lacks apparel-specific validation.
Sainju et al. (2021)	Employee Exit Surveys & Retention	More industry-specific analysis of exit surveys is needed.

Tirta & Enrika (2020)	Job Satisfaction as Mediator	The moderating role of job satisfaction in retention remains unexplored.
AL SHAHER & ZREIK (2022)	Theoretical Perspective on Job Satisfaction	More empirical validation required for stress reduction via job satisfaction.
Nguyen et al. (2022)	Maslow's Hierarchy & Job Satisfaction	The application of motivation theories in apparel retail is underexplored.
Malik et al. (2020)	Long-Term Impact of Job Satisfaction	The time aspect of satisfaction's effect on retention is unexamined.
Muhammad et al. (2020)	Safe Work Environment & Satisfaction	More studies needed on workplace safety and job satisfaction in apparel retail.
Fernando & Sutha (2022)	Motivation & Job Satisfaction	Empirical studies on how different motivators impact satisfaction are lacking.
Muhiban & Nurohmat (2023)	Rewards & Job Satisfaction	Need for validation on whether rewards directly impact retention.
Hermawan & Riani (2023)	Job Insecurity & Satisfaction	More studies required on how job satisfaction mitigates turnover risk.

3.10 Research Gap

Analysis of existing literature has revealed two critical research gaps concerning employee retention in the organised apparel retail sector. Firstly, there is a lack of studies examining how retention strategies, such as training and development, performance-based rewards and recognition, cross-functional job rotation, flexible working hours policies, and higher education initiatives, impact employee retention within this sector. While these strategies have shown significant influence on retention

in other sectors, including related fields like retail and textiles, their specific impact in the apparel retail sector remains underexplored, highlighting a significant gap in the literature.

Secondly, negligible studies exist which have adopted survey methodology to examine the influence of strategies discussed above on employee retention in the organised apparel retail sector. In this context, it should be noted that the challenges faced by employees in the organised apparel retail sector have been quite different when compared to the organised retail sector or textile sector, hence it becomes important to conduct an empirical study which is solely focused on such employees.

Moreover, moderators like job motivation and job satisfaction have been noted to significantly influence the impact of different employee retention strategies on retention, but empirical validation is necessary to guide management action in the sector. Hence, the primary and most crucial gap is empirical validation by collecting information from actual stakeholders (Employees in the organised apparel retail sector) which will be addressed by this current study by engaging in a survey-based methodology.

Chapter 4

Research Methodology

Chapter 4: Research Methodology

4.1 Introduction

Employee retention is a critical issue within the organised apparel retail sector, to enhance operational efficiency as well as overall organisational performance. In spite of the criticality of the issue and the efforts taken by the organisations towards implementing effective retention strategies, there still seems to be a gap and lacking, in structured and formal approaches, in relation to their respective business environment.

Besides, the research will seek how Job Motivation and Job Satisfaction act as moderating variables, and in understanding the relationship and interplay between these variables, which will be important in designing effective employee retention strategies.

The purpose of this study is to investigate the effectiveness of the five identified strategies employed by the organisations namely ~ training and development, performance-based reward and recognition, cross functional job rotation, flexible working hours policy and higher education, on the retention of the employees and help in improving employee retention within the organised apparel retail sector.

The study evaluates the effectiveness of these strategies – namely Training and Development, Performance-Based Rewards, Cross-Functional Job Rotation, Flexible Working Hours, and Higher Education, using a scientific and data driven methodology, rather than just focusing on mere opinions.

The research intends to utilise quantitative research strategies which includes surveys for data collection, which is measurable and observable in nature, and which can be subject to a robust statistical analysis. This relationship not only aids in the development of causal relationships, but it also assists in the consistency and applicability of the conclusions reached. In the end this chapter can be viewed as the starting point for formulating the practical recommendations that organisations may use to enhance or improve their employee retention policies.

In this chapter the elements of the research process like research design, data collection methods, questionnaire design, sampling design and statistical tools have been discussed in detail.

4.2 Research Design

Research Design provides information about the statistical tools and techniques to be used in conducting the research. The research design used in this study includes both Exploratory research design and Descriptive Research Design. This section outlines the research design, strategy, and framework employed in the current study, which investigates the effectiveness of various strategies deployed by organisations for employee retention within the organised apparel retail sector.

4.3 Exploratory Research Design

Exploratory research design is used in problem identification, defining the research variables and formulating the hypothesis. The data collection methods used in Exploratory Research Design are Literature Review and Pilot Study. This design is particularly justified based on the research questions and objectives as it allows for a comprehensive exploration of the interrelationships among the independent variables and their impact on the dependent variable, employee retention.

4.4 Research Framework

An important part of the quantitative research is the Conceptual Framework, as it not only provides insights into understanding the relationship between variables but also offers and focus, as noted by (Varpio et al., 2020; Ullah, 2021). The Conceptual framework also helps the researchers to properly articulate the assumptions, help in developing the hypotheses and finally align the methodologies (Brydges & Batt, 2023). The Conceptual framework improves the study's objectivity and interpretative value by providing a theoretical foundation (Jesudass et al., 2024). Furthermore, it guarantees consistency when examining intricate matters such as employee retention (Chukwuere, 2021).

4.5 Conceptual Framework

Based on an extensive literature review which has been conducted in the prior chapter, the following conceptual model has been developed for pictorial representation of the relationship between different variables which are being explored. The current study will explore the influence of five different strategies, namely training and development, performance-based rewards and recognition, cross-functional job rotation, flexible working hours policy, and providing higher education opportunities as independent variables of which impact will be assessed on the dependent variable - employee retention, in the organisation. Additionally, the impact of two moderating variables will also be examined in the current study namely job motivation and job satisfaction.

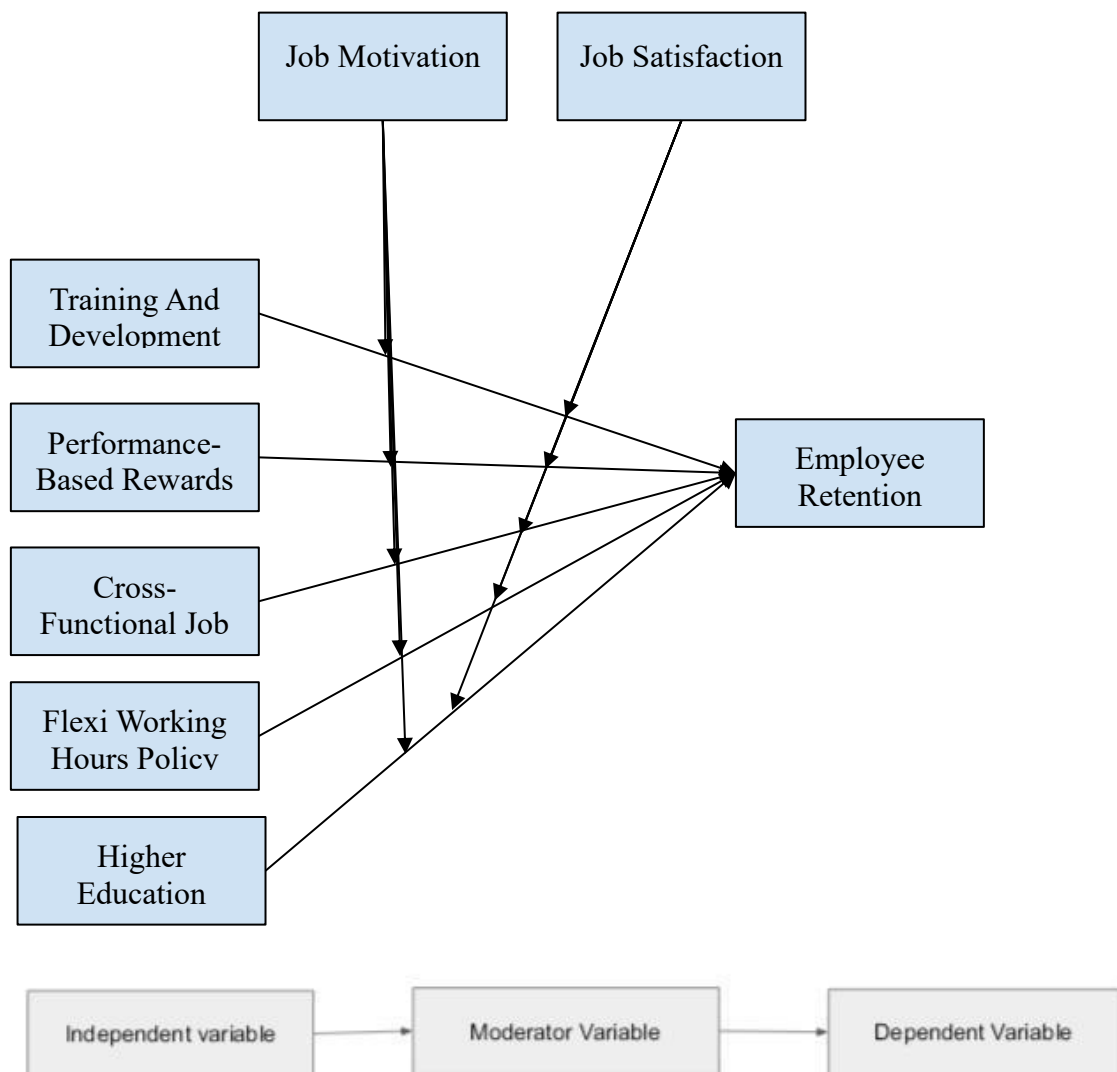


Figure 4.01: Conceptual Framework

4.6 Development of Research Variables for the Current Study

The dependent variable for this study is

- Employee Retention

The moderating variables for this study are as follows:

- Job Motivation
- Job Satisfaction

The independent variables for this study are as follows:

- Training and Development
- Performance-Based Rewards and Recognition
- Cross Functional Job Rotation
- Flexible Working Hours Policy
- Higher Education

Literature has been reviewed from various sources like journals, newspapers, magazines, websites which provided deep insights to the study of aspects related to Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction to determine Employee Retention.

4.7 Objectives of the Study

1. To investigate the need for systematic and formal retention strategy in organised apparel retail sector.
2. To study the effectiveness of the Training and Development adopted by the organisation and identify whether it results in enhanced coordination among employees, leading to retention.
3. To study if Performance-Based Rewards and Recognition influences employee retention.
4. To study and analyse whether Cross Functional Job Rotation leads to employee retention.
5. To study and analyse if the Flexible Working Hours Policy enhances the overall job satisfaction among employees in the organisation leading to employee retention.

6. To study the impact of Higher Education in retaining employees.
7. To study the role of Job Motivation as a moderator in influencing the relationship between employee retention strategies and employee retention.
8. To investigate the impact of Job Satisfaction as a moderator in influencing the relationship between employee retention strategies and employee retention.

4.8 Formulation of Hypothesis

The following statements have been formulated to determine the Employee Retention in the Organised Apparel Retail Sector:

H1₀ - Training and Development does not have a significant impact on enhanced coordination between employees leading to retention.

H1_A - Training and Development has a significant impact on enhanced coordination between employees leading to retention.

H2₀ - Performance-Based Rewards and Recognition does not have a positive influence on employee retention.

H2_A - Performance-Based Rewards and Recognition has a positive influence on employee retention.

H3₀ - Cross Functional Job Rotation does not reduce the work monotony and does not have a positive relationship for retaining employees.

H3_A - Cross Functional Job Rotation reduces work monotony and has a positive relationship with retaining employees.

H4₀ - Flexible Working Hours Policy does not enhance the overall job satisfaction among employees in the organisation and does not lead to employee retention.

H4_A - Flexible Working Hours Policy enhances the overall job satisfaction among employees in the organisation and leads to employee retention.

H5₀ - Organisations encouraging employees to pursue Higher Education do not have a positive impact on retention.

H5_A - Organisations encouraging employees to pursue Higher Education has a positive impact on retention.

H6₀- Job Motivation does not moderate the influence of employee retention strategies (Training and Development, Performance Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, and Higher Education) on employee retention in the organised apparel retail sector.

H6_A- Job Motivation moderates the influence of employee retention strategies (Training and Development, Performance Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, and Higher Education) on employee retention in the organised apparel retail sector.

H7₀ - Job Satisfaction does not moderate the influence of employee retention strategies (Training and Development, Performance Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, and Higher Education) on employee retention in the organised apparel retail sector.

H7_A - Job Satisfaction moderates the influence of employee retention strategies (Training and Development, Performance Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, and Higher Education) on employee retention in the organised apparel retail sector.

4.9 Descriptive Research Design

Descriptive research design is used to describe the characteristics/attributes for the respondents like [Working in the current organisation, Number of Training Programs attended, satisfied with the performance-based rewards and recognition program, Benefits from cross functional job rotation, Benefit of flexible working hours and Support for pursuing higher education] have been assessed.

Through the descriptive research, the opinions of the respondents have been collected to analyse the effect of [Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher

Education, Job Motivation and Job Satisfaction to determine Employee Retention] and have been highlighted.

Cross sectional research design has been used as the type of descriptive research design since the research was conducted only once over a single point of time, regarding the Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction to determine Employee Retention.

Statistical tools like the Simple percentage method, Spearman Rank Correlation, Chi-Square test, Reliability Analysis, Multiple Regression, Factor Analysis and Structural Equation Modeling (SEM) have been used to derive conclusions for the study.

4.10 Data Collection

Primary Data

The primary data required for the research was collected using the survey method with a detailed self-administered questionnaire among the respondents to study the impact of [Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction to determine Employee Retention].

Appropriate steps were taken, in terms of best practices, in developing the questionnaire by ensuring its reliability and validity, seeking inputs from experts and specialist in the field followed by pre-testing of the questions.

The questionnaire thus contained questions intended to measure the independent variables: Training and Development, Performance-Based Rewards and Recognition, Cross-Functional Job Rotation, Flexible Working Hours Policy, and Higher Education.

Semi-structured interviews were conducted in accordance with the methods used by Adeoye-Olatunde and Olenik (2021) and Mannan and Afni (2020). In all these cases, interviews were useful in reaching out to the participants' experiences, views,

explanations, and motivations about the employee retention strategies in their organisations.

Secondary Data

Sources of secondary data for the study included the national and international journals, research articles, books, newspapers, research reports by reputed agencies and online data sources related to the Employee Retention in the Organised Apparel Retail Sector. In addition, online reports published by many popular newspapers and online news journals were also used for the study.

Journals and books, as noted by Panchenko and Samovilova (2020), offer to understand more on the specific topics, facilitating a deeper exploration of the independent variables, including Training and Development, Performance-Based Rewards and Recognition, Cross-Functional Job Rotation, Flexible Working Hours Policy, and Higher Education. To further enhance the insights into market trends we referred to the industry and market analysis reports, which are time tested methods as observed by Areco et al. (2021) and Sarkar et al. (2020). Also referring to previous studies, helped to validate findings and ensure credibility.

4.11 Questionnaire Design

The questionnaire has been designed by using both measurement and rating scales. The measurement scales include Nominal scale and Likert rating scale in this study. Likert rating scale has been used as a type of rating scale. Nominal scale has been used to understand the profile of the respondents like [Gender, Age, Educational Qualification and Designation] for the employees from Organised Apparel Retail Sector.

Likert scales and MCQs, provided breadth and depth in getting proper insights and achieving the objectives of this study. Jebb et al. (2012) and South et al. (2020) observe that Likert scales provide an opportunity of measuring sometimes even very sensitive although quantitative attitudes or perceptions in establishing how such aspects as training and development or flexible working hours in this case are received by the employees of the organisation. According to Przymuszała et al. (2020) and Stringer et al. (2021), performance-based policies and job rotation strategies can also be evaluated

as they allow respondents to provide structured responses through Multiple-choice questions (MCQs).

The risk or threat of misrepresentation in the organisation of data is reduced because there is a standardisation of responses. In their evaluation, Jebb et al. (2012) and South et al. (2020) illustrated how Likert scale questions are used as unique structure whereby the respondents are allowed to answer in broader terms allowing them to specifically address concerns such as employment retention and how it relates to higher education. Collectively, these formats facilitate the process of data collection and at the same time provide statistical measures to evaluate the effectiveness of the policies of the organisation which makes them suit the aims of the study.

Statements Related to Likert Rating Scale

[1= Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree]

- **Training & Development**

My organisation provides on the job training.

My organisation provides off the job training.

My organisation provides both (on the job and off the job) training.

I feel job instruction training has enhanced coordination among my peers/colleagues.

I feel soft skill training has enhanced coordination among my peers/colleagues.

I feel team building training has enhanced coordination among my peers/colleagues.

I feel managerial training has enhanced coordination among my peers/colleagues.

I feel mentoring/hand holding has enhanced coordination among my peers/colleagues.

I feel job rotation has enhanced coordination among my peers/colleagues.

I feel role plays have enhanced coordination among my peers/colleagues.

I feel management games have enhanced coordination among my peers/colleagues.

I feel my confidence and communication skills have improved after attending the training(s).

I feel my performance has improved after attending the training(s).

I feel there has been lower absenteeism after attending the training(s).

I feel there has been an increase in job stability after attending the training(s).

I feel there has been stress reduction after attending the training(s).

I feel there is an improvement in grievance handling after attending the training(s).

I feel valued and engaged when provided with training opportunities.

I believe that training positively influences my job satisfaction and willingness to continue working.

I am more likely to stay with the organisation if my skills are continuously improving through regular training.

I feel the training(s) have prepared me for future career growth within the organisation.

- **Performance Based Rewards and Recognition**

My organisation provides poster recognition for better performance.

My organisation provides certificate of appreciation as a recognition for better performance.

My organisation provides invitation to key corporate events as a recognition for better performance.

My organisation provides gift cards/discount vouchers as a reward for better performance.

My organisation provides cash reward for better performance.

My organisation provides salary increments/grade hikes as a reward for better performance.

I am motivated to stay with the organisation when rewarded and recognised based on my performance.

I feel more valued when my efforts are linked to rewards and recognition, which positively influences my decision to stay in the organisation.

I believe that the fair and transparent performance-based rewards and recognition contributes to employee retention.

I feel that the performance-based rewards and recognition positively influences my choice to stay in the organisation.

- **Cross Functional Job Rotation**

I feel adoption of cross functional job rotation leads to better peer/colleagues relationship.

I feel adoption of cross functional job rotation leads to increase in recognition.

I feel adoption of cross functional job rotation leads to higher compensation/incentives.

I feel adoption of cross functional job rotation leads to increase in job security.

I feel exposure to different roles and responsibilities encourages me to stay with the organisation.

I am more likely to remain with the organisation if I can explore different areas of the organisation.

I feel that cross functional job rotation leads to increased engagement and excitement, encouraging me to stay with the organisation.

I feel more committed to my organisation because it provides diverse career experiences through cross functional job rotation.

I feel more committed to the organisation post cross functional job rotation, as it promotes knowledge sharing and collaboration across departments.

- **Flexible Working Hours Policy**

I feel that flexible working hours are beneficial because I face less traffic and reduced worries about safety during travel.

I feel flexible working hours are beneficial because I can manage daily chores effectively.

I feel flexible working hours are beneficial because I have time for family & friends.

I feel flexible working hours are beneficial because I can pursue higher education.

I feel flexible working hours are beneficial because I can complete banking/government/ medical tasks.

I value the freedom to adjust my work hours according to my personal needs and preferences, enhancing my willingness to stay.

I think flexible work hours contribute to a better work-life balance, increasing my willingness to stay.

I feel that flexibility in work hours positively enhances my willingness to stay.

I feel flexible working hour policy demonstrates the organisation's commitment to my wellbeing, enhancing my willingness to stay.

- **Higher Education**

Tie up with educational institutes.

Subsidised education loan facility.

Time flexibility to attend lectures along with the job.

Reimbursement of fees.

Leaves for examinations.

I feel more loyal and committed to the organisation because of the support provided for pursuing higher education.

I am inspired to stay because of the organisation investing in for pursuing higher education.

I will stay in the organisation that encourages me to pursue my higher education.

I will continue to stay in the organisation that provides opportunities for pursuing higher education.

I feel more loyal and committed to the organisation because of the support provided for pursuing higher education.

- **Employee Retention**

I think training and development leads to an increase in coordination between employees leading to retention.

I want to continue working in the organisation if performance-based rewards and recognition are provided.

I believe cross functional job rotation reduces the work monotony and encourages me to continue working.

I feel satisfied and will continue to work if my organisation adopts flexible working hours policy.

I am willing to continue working if provided with an opportunity for pursuing higher education by the organisation.

My decision to stay in the organisation is dependent on the implementation of the above facilities by the organisation.

- **Job Motivation**

I am motivated by the rewards and recognition which I receive, that enhances my commitment to stay with the organisation.

I am driven to stay with the organisation because of the growth opportunities offered to me.

I feel motivated by the positive workplace culture and values, which strengthens my desire to stay in the organisation.

I feel motivated by the support given by the peers/colleagues which encourages me to stay in the organisation.

I feel highly motivated in my current role, which positively influences my decision to stay with the organisation.

- **Job Satisfaction**

I feel satisfied since my job is aligned with my personal values and makes me stay with the organisation.

I am satisfied with the level of recognition and appreciation I receive for my contributions at work.

I believe my job provides me with opportunities for growth and advancement, enhancing my commitment to the organisation.

I feel fulfilled and satisfied with the work I do, which makes me to stay with the organisation.

I feel a sense of satisfaction, pride, and loyalty to the organisation due to its positive workplace culture influencing my decision to stay.

4.12 Pilot Testing of the Questionnaire

In the present research, a set of statements of questionnaire was developed to analyse the influence of [Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction to determine Employee Retention]. The pilot study was conducted from 100 respondents each through questionnaire to obtain their responses influencing the Employee Retention in the Organised Apparel Retail Sector. During the pilot study, reliability has been tested by using Cronbach Alpha(α) which was found to be > 0.8 for all the research variables included in the research.

Table 4.01: Results of the Pilot Study have been Summarised as follows:

Variables	Cronbach's Alpha (α)
Training and Development	0.872
Performance-Based Rewards and Recognition	0.858
Cross Functional Job Rotation	0.845
Flexible Working Hours Policy	0.847
Higher Education	0.824
Job Motivation	0.842
Job Satisfaction	0.851
Employee Retention	0.839

After the pilot study, questionnaire has been designed and the reliability and validity for the statements related to the Influence of [Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction to determine Employee Retention] have been evaluated for internal consistency and accuracy among the variables included in the research.

4.13 Sampling Design

The components like Sample Universe, Sampling Unit, Sample, Sample Size and Sampling Method have been covered under Sampling Design.

- **Sample Universe:** It constitutes the employees working in organised apparel retail stores located in shopping malls and standalone stores, in Central, Western and Harbour line of Mumbai Metropolitan Region, to determine Employee Retention, with minimum 3 years of experience and educational qualifications as 12th passed.
- **Sampling Unit:** It is the basic unit consisting of all the elements of the sample universe. The sampling unit included the employees working in organised apparel retail stores located in shopping malls and standalone stores, in Central, Western and Harbour line of Mumbai Metropolitan Region, to determine Employee Retention.
- **Sample:** It is the subgroup of the universe to be included in the study. The sample includes proportion of the employees working in organised apparel retail stores located in shopping malls and standalone stores, in Central, Western and Harbour line of Mumbai Metropolitan Region, to determine the influence of Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction on Employee Retention.
- **Sample Size:** It specifies the number of samples chosen from a target population. The target population is the employees working in organised apparel retail stores located in shopping malls and standalone stores, in Central, Western and Harbour line of Mumbai Metropolitan Region, for Employee Retention. The employees belonging to Organised Apparel Retail Sector from Central, Western and Harbour of Mumbai Metropolitan Region were selected for Employee Retention, by using the Confidence Interval Method.
- **Determination of Sample Size using Confidence Interval Method:**

$$n = \{(z s/e)^2\}$$

Source Cochran Formula (1977)

where n is the sample size

z is the selected critical value of desired confidence level = 1.96,

s is the sample standard deviation [$s = \text{maximum} - \text{minimum}/6$], the questionnaire is

designed by using 1 to 5 scale, s value will be $(5-1)/6 = 0.66$

$e = \text{tolerable error} = 0.05 = 5\%$

$n = \{(zs/e)^2\} = (1.96 \times 0.66 / 0.05)^2 = 669.36 = 669 \text{ (rounded)}$

Hence a minimum sample size of 669 employees need to be considered for this study. In order to improve the reliability of the results and reduce the margin of error, the sample size has been finalised as 1004.

- **Sampling Method:** The sampling method used to select the sample of 1004 employees working in organised apparel retail stores located in shopping malls and standalone stores, in Central, Western and Harbour line of Mumbai Metropolitan Region to determine the impact of Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction on Employee Retention by using Snowball Sampling and Convenience sampling method. Both are the types of non-probability sampling.

By using Snowball sampling or referral sampling, a sample of 1004 employees working in organised apparel retail stores located in shopping malls and standalone stores, in Central, Western and Harbour line of Mumbai Metropolitan Region, from the available references. After referral sampling, convenience sampling method has been used for selecting 1004 employees belonging to organised apparel retail sector.

By using convenience sampling method, the most accessible population was identified. Based on the willingness, availability and their readiness, the information was collected. The impact of Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction on Employee Retention from employees working in organised apparel retail stores located in shopping malls and standalone stores, in Central, Western and Harbour line of Mumbai Metropolitan Region, have been easily obtained through convenience sampling.

The information has been collected from those respondents who fulfill the criteria (minimum 3 years of experience in organised apparel sector and 12th Standard passed)

and are ready to share the information about the effect of Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction on Employee Retention. Convenience sampling minimises the non-response errors.

4.14 Research Area

The research area has been organised apparel retail stores located in shopping malls and standalone stores, in Central, Western and Harbour line of Mumbai Metropolitan Region, to derive the effect of the Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction on Employee Retention.

4.15 Statistical Tools Used

The present research work is to test the effect of Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction on Employee Retention. Both Descriptive Statistics & Inferential Statistics have been used for data analysis and interpretation.

Type of Statistics Used

- **Descriptive Statistics and Inferential Statistics are used in Data Analysis.**

Descriptive Statistics are used to tabulate the data, calculating the frequencies and generating the summary tables in the form of pie chart. Inferential Statistics are used to draw conclusions about the samples.

- **Inferential Analysis**

Inferential analysis has been used to derive the logical conclusions of the samples. The following techniques has been used in the inferential analysis: Simple percentage method, Spearman Rank Correlation, Chi-Square test, Reliability Analysis, Multiple Regression, Factor Analysis and Structural Equation Modeling [SEM].

Chapter 5

Data Analysis and Interpretation

Chapter 5: Data Analysis and Interpretation

5.1 Introduction

Data analysis has been classified into Descriptive analysis & Inferential Analysis. The data has been analysed by using IBM SPSS Statistics 29.

Descriptive analysis

For doing the descriptive analysis, the simple percentage method has been used to calculate the frequencies and has been represented by using Pie Chart.

Inferential analysis

Inferential analysis has been used to derive the logical conclusions of the samples. The following techniques have been used in the inferential analysis.

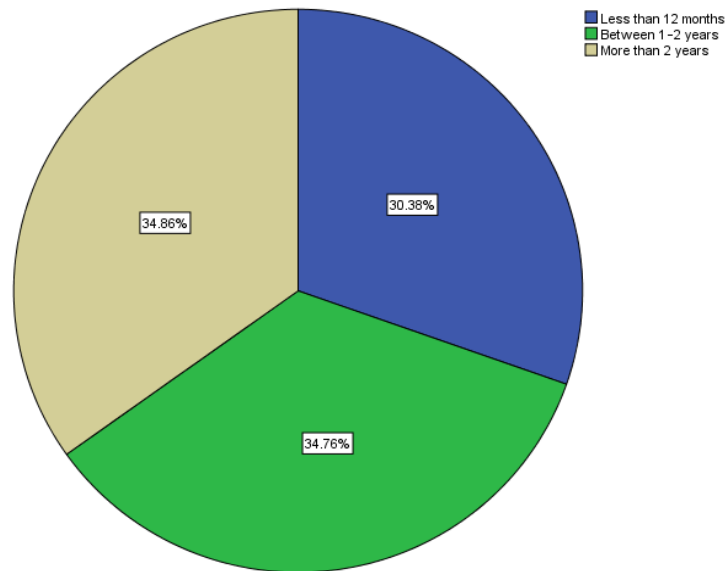
- Spearman Rank Correlation, Chi-Square test, Reliability Analysis, Multiple Regression, Factor Analysis and Structural Equation Modeling (SEM).

5.2 Descriptive Analysis for “Analytical Study on the Effectiveness of Strategies Adopted for Employee Retention in Organised Apparel Retail Sector”

Table 5.01: Classification of Tenure in the Current Organisation

Classification of Tenure in the Current Organisation	Frequenc y	Percent
Less than 12 months	305	30.38
Between 1–2 years	349	34.76
More than 2 years	350	34.86
Total	1004	100.0

Chart 5.01: Classification of Tenure in the Current Organisation



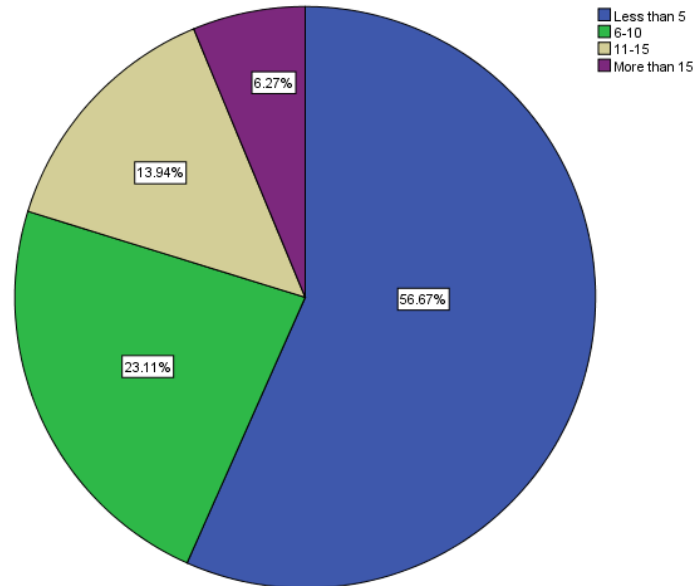
Inference

Table 5.01 & Chart 5.01 shows that out of 1004 respondents, 305(30.38%) of the respondents have been working in the current organisation as Less than 12 months, 349(34.76%) as Between 1–2 years and 350(34.86%) as More than 2 years. It shows the majority of the respondents have been working in the current organisation for More than 2 years.

Table 5.02: Classification of Number of Training Programs Attended Since Joining

Classification of Number of Training Programs Attended Since Joining	Frequenc y	Percent
Less than 5	569	56.67
6-10	232	23.11
11-15	140	13.94
More than 15	63	6.27
Total	1004	100.0

Chart 5.02: Classification of Number of Training Programs Attended Since Joining



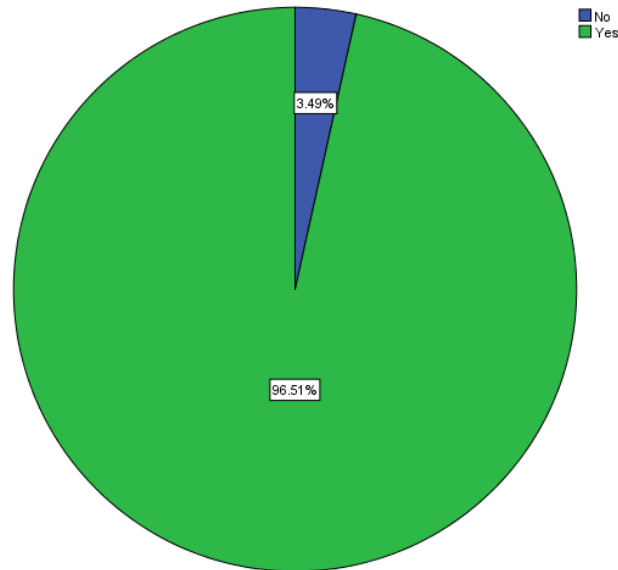
Inference:

Table 5.02 & Chart 5.02 shows that out of 1004 respondents, 569(56.67%) of the respondents attended number of Training Programs since their joining as Less than 5, 232(23.11%) as 6-10, 140(13.94%) as 11-15 and 63(6.27%) as More than 15. It shows the majority of the respondents attended number of Training Programs since their joining as Less than 5.

Table 5.03: Classification of Performance-Based Rewards and Recognition Program Offered in the Organisation

Classification of Performance-Based Rewards and Recognition Program Offered in the Organisation	Frequency	Percent
No	35	3.49
Yes	969	96.51
Total	1004	100.0

**Chart 5.03: Classification of Performance-Based Rewards and Recognition
Program Offered in the Organisation**



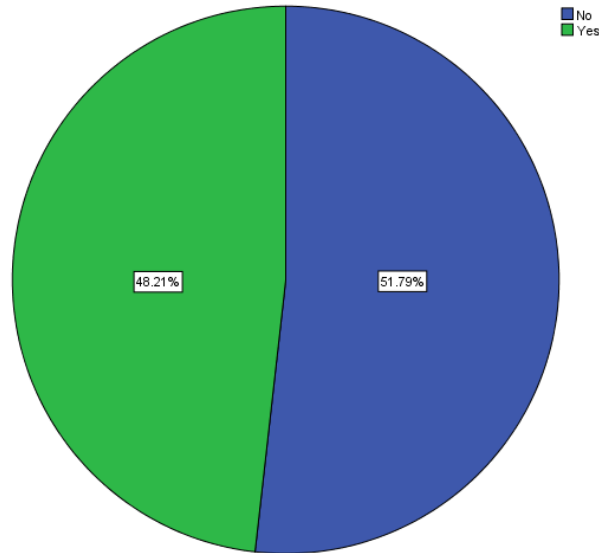
Inference:

Table 5.03 & Chart 5.03 shows that out of 1004 respondents, 35(3.49%) of the respondents opinion about their organisation have a performance-based rewards and recognition program as No and 969(96.51%) as Yes. It shows the majority of the respondents opinion about their organisation have a performance-based rewards and recognition program as Yes.

Table 5.04: Classification of Satisfied with the Performance-Based Rewards and Recognition Program

Classification of Satisfied with the Performance-Based Rewards and Recognition Program	Frequency	Percent
No	520	51.79
Yes	484	48.21
Total	1004	100.0

Chart 5.04: Classification of Satisfied with the Performance-Based Rewards and Recognition Program



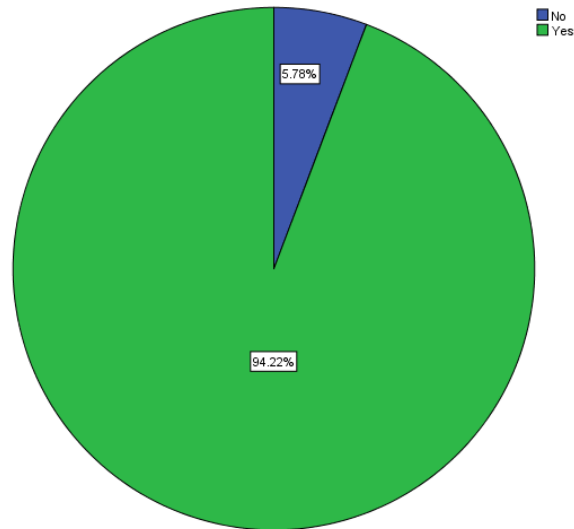
Inference:

Table 5.04 & Chart 5.04 shows that out of 1004 respondents, 520(51.79%) of the respondents opinion about satisfied with the performance-based rewards and recognition program as No and 484(48.21%) as Yes. It shows the majority of the respondents opinion about satisfied with the performance-based rewards and recognition program as No.

Table 5.05: Classification of Undertaken Cross Functional Job Rotation in the Current/Past Organisation

Classification of Undertaken Cross Functional Job Rotation in the Current/Past Organisation	Frequency	Percent
No	58	5.78
Yes	946	94.22
Total	1004	100.0

Chart 5.05: Classification of Undertaken Cross Functional Job Rotation in the Current/Past Organisation



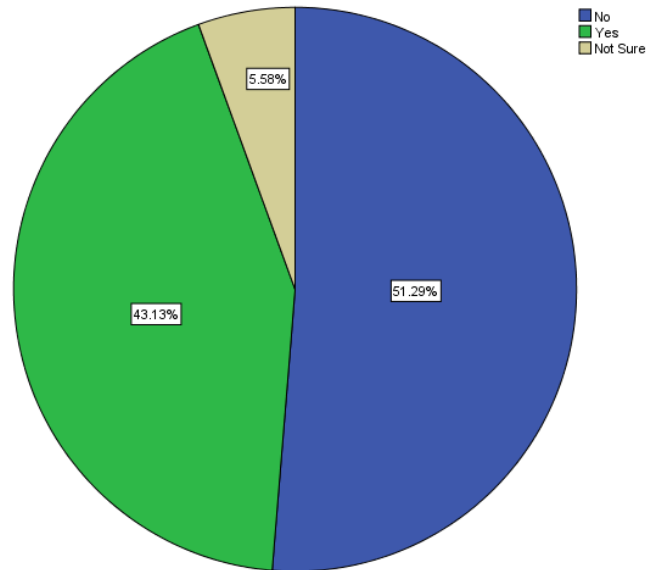
Inference:

Table 5.05 & Chart 5.05 shows that out of 1004 respondents, 58(5.78%) of the respondents opinion about undertaken cross functional job rotation in the current/past organisation as No and 946(94.22%) as Yes. It shows the majority of the respondents opinion about undertaken cross functional job rotation in the current/past organisation as Yes.

Table 5.06: Classification of Benefits from Cross Functional Job Rotation in Current/Past Role

Classification of Benefits from Cross Functional Job Rotation in Current/Past Role	Frequency	Percent
No	515	51.29
Yes	433	43.13
Not Sure	56	5.58
Total	1004	100.0

Chart 5.06: Classification of Benefits from Cross Functional Job Rotation in Current/Past Role



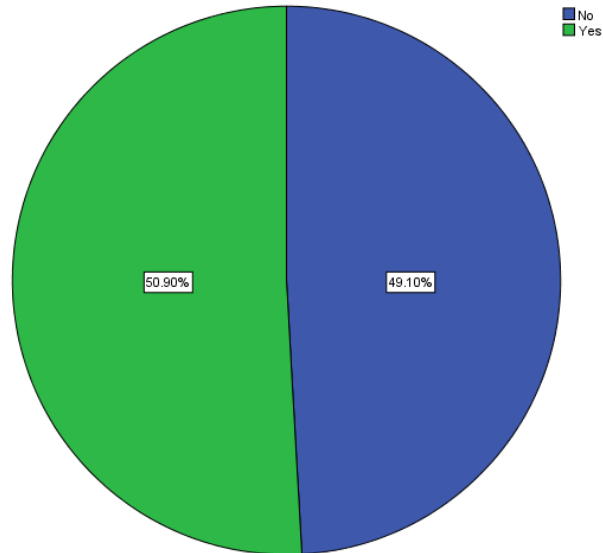
Inference:

Table 5.06 & Chart 5.06 shows that out of 1004 respondents, 515(51.29%) of the respondents opinion about benefits from cross functional job rotation in your current/past role as No, 433(43.13%) as Yes and Not Sure as 56(5.58%). It shows the majority of the respondents opinion about opinion about benefits from cross functional job rotation in your current/past role as No.

Table 5.07: Classification of Organisation Provides Flexible Working Hour Policy

Classification of Organisation Provides Flexible Working Hour Policy	Frequency	Percent
No	493	49.10
Yes	511	50.90
Total	1004	100.0

Chart 5.07: Classification of Organisation Provides Flexible Working Hour Policy



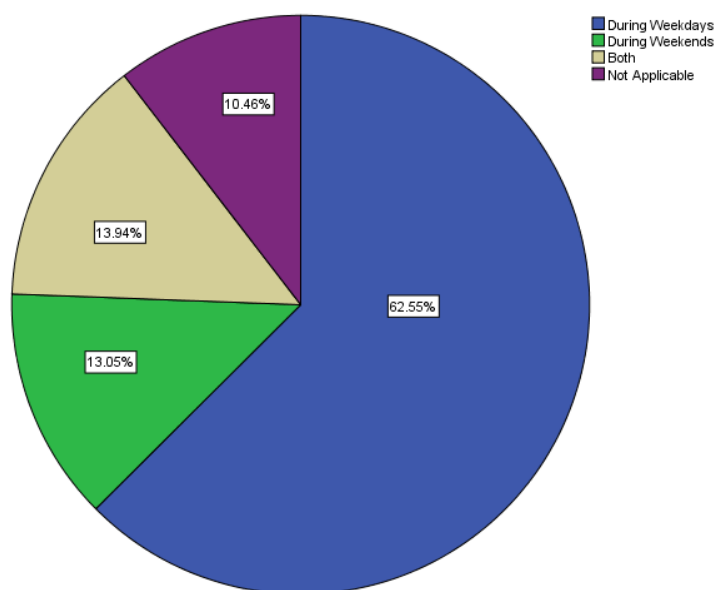
Inference:

Table 5.07 & Chart 5.07 shows that out of 1004 respondents, 493(49.10%) of the respondents opinion about organisation provide them with a flexible working hour policy as No and 511(50.90%) as Yes. It shows the majority of the respondents opinion about organisation provide them with a flexible working hour policy as Yes.

Table 5.08: Classification of Availing the Benefit of Flexible Working Hours

Classification of Availing the Benefit of Flexible Working Hours	Frequency	Percent
During Weekdays	628	62.55
During Weekends	131	13.05
Both	140	13.94
Not Applicable	105	10.46
Total	1004	100.0

Chart 5.08: Classification of Availing the Benefit of Flexible Working Hours



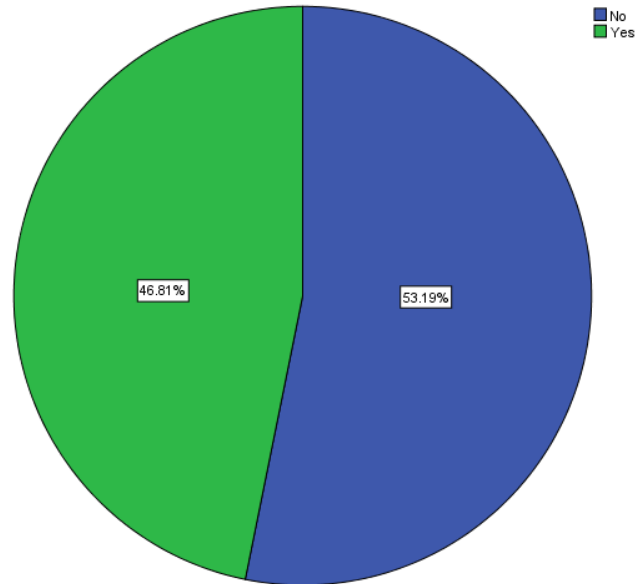
Inference:

Table 5.08 & Chart 5.08 shows that out of 1004 respondents, 628(62.55%) of the respondents opinion about avail the benefit of flexible working hours as During Weekdays, 131(13.05%) as During Weekends, 140(13.94%) as Both and 105(10.46%) as Not Applicable. It shows the majority of the respondents opinion about opinion about avail the benefit of flexible working hours as During Weekdays.

Table 5.09: Classification of Organisation Encourage or Provide Support for Pursuing Higher Education

Classification of Organisation Encourage or Provide Support for Pursuing Higher Education	Frequency	Percent
No	534	53.19
Yes	470	46.81
Total	1004	100.0

Chart 5.09: Classification of Organisation Encourage or Provide Support for Pursuing Higher Education



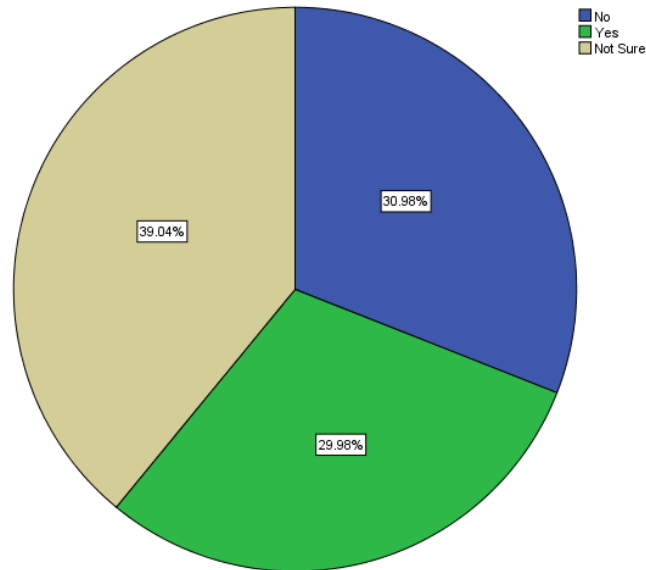
Inference:

Table 5.09 & Chart 5.09 shows that out of 1004 respondents, 534(53.19%) of the respondents opinion about organisation encourage or provide support for pursuing higher education as No and 470(46.81%) as Yes. It shows the majority of the respondents opinion about organisation encourage or provide support for pursuing higher education as No.

Table 5.10: Classification of Pursuing Higher Education Helps Grow in the Current Work Profile

Classification of Pursuing Higher Education Helps Grow in the Current Work Profile	Frequency	Percent
No	311	30.98
Yes	301	29.98
Not Sure	392	39.04
Total	1004	100.0

Chart 5.10: Classification of Pursuing Higher Education Helps Grow in the Current Work Profile



Inference:

Table 5.10 & Chart 5.10 shows that out of 1004 respondents, 311(30.98%) of the respondents opinion about pursuing higher education helps you grow in the current work profile as No, 301(29.98%) as Yes and as 392(39.04%) as Not Sure. It shows the majority of the respondents opinion about opinion about pursuing higher education helps you grow in the current work profile as Not Sure.

Table 5.11: Weighted Average Mean for Training & Development

SD	=	Strongly Disagree	D	=	Disagree
N	=	Neutral	A	=	Agree
SA	=	Strongly Agree	WAM	=	Weighted Average Mean

Sr. No.	Factors Influential	SD	D	N	A	SA	WAM
1.	My organisation provides on the job training.	148	155	200	313	188	3.24
		14.7	15.4	19.9	31.2	18.7	
2.	My organisation provides off the job training.	141	102	124	439	198	3.45

		14	10.2	12.4	43.7	19.7	
3.	My organisation provides both (on the job and off the job) training.	96	127	134	374	273	3.6
		9.6	12.6	13.3	37.3	27.2	
4.	I feel job instruction training has enhanced coordination among my peers/colleagues.	95	203	169	311	226	3.37
		9.5	20.2	16.8	31	22.5	
5.	I feel soft skill training has enhanced coordination among my peers/colleagues.	147	141	145	260	311	3.45
		14.6	14	14.4	25.9	31	
6.	I feel team building training has enhanced coordination among my peers/colleagues.	115	81	154	319	335	3.68
		11.5	8.1	15.3	31.8	33.4	
7.	I feel managerial training has enhanced coordination among my peers/colleagues.	49	98	190	304	363	3.83
		4.9	9.8	18.9	30.3	36.2	
8.	I feel mentoring/hand holding has enhanced coordination among my peers/colleagues.	120	105	150	285	344	3.63
		12	10.5	14.9	28.4	34.3	
9.	I feel job rotation has enhanced coordination among my peers/colleagues.	70	101	118	282	433	3.9
		7	10.1	11.8	28.1	43.1	
10.	I feel role plays have enhanced coordination among my peers/colleagues.	60	85	50	629	180	3.78
		6	8.5	5	62.6	17.9	

11.	I feel management games have enhanced coordination among my peers/colleagues.	68	102	51	409	374	3.92
		6.8	10.2	5.1	40.7	37.3	
12.	I feel my confidence and communication skills have improved after attending the training(s).	94	125	154	306	325	3.64
		9.4	12.5	15.3	30.5	32.4	
13.	I feel my performance has improved after attending the training(s).	95	138	95	391	285	3.63
		9.5	13.7	9.5	38.9	28.4	
14.	I feel there has been lower absenteeism after attending the training(s).	87	166	95	325	331	3.64
		8.7	16.5	9.5	32.4	33	
15.	I feel there has been an increase in job stability after attending the training(s).	96	50	159	349	350	3.8
		9.6	5	15.8	34.8	34.9	
16.	I feel there has been stress reduction after attending the training(s).	89	65	88	534	228	3.74
		8.9	6.5	8.8	53.2	22.7	
17	I feel there is an improvement in grievance handling after attending the training(s).	133	158	207	243	263	3.34
		13.2	15.7	20.6	24.2	26.2	
18	I feel valued and engaged when provided with training opportunities.	165	100	115	355	269	3.46

		16.4	10	11.5	35.4	26.8	
19	I believe that training positively influences my job satisfaction and willingness to continue working.	138	197	115	339	215	3.29
		13.7	19.6	11.5	33.8	21.4	
20	I am more likely to stay with the organisation if my skills are continuously improving through regular training.	170	120	95	420	199	3.36
		16.9	12	9.5	41.8	19.8	
21	I feel the training(s) have prepared me for future career growth within the organisation.	115	99	105	389	296	3.65
		11.5	9.9	10.5	38.7	29.5	

Inference:

The highest weighted average mean has been observed for I feel management games have enhanced coordination among my peers/colleagues as 3.92, I feel job rotation has enhanced coordination among my peers/colleagues as 3.9 and I feel managerial training has enhanced coordination among my peers/colleagues as 3.83.

From the above weighted average mean, Training & Development can be summarised as I feel management games have enhanced coordination among my peers/colleagues, feel job rotation has enhanced coordination among my peers/colleagues and I feel managerial training has enhanced coordination among my peers/colleagues.

Table 5.12: Weighted Average Mean for Performance Based Rewards and Recognition

SD	=	Strongly Disagree	D	=	Disagree
N	=	Neutral	A	=	Agree
SA	=	Strongly Agree	WAM	=	Weighted Average Mean

Sr. No.	Factors Influential	SD	D	N	A	SA	WAM
1.	My organisation provides poster recognition for better performance.	118	75	115	353	343	3.73
		11.8	7.5	11.5	35.2	34.2	
2.	My organisation provides certificate of appreciation as a recognition for better performance.	64	118	99	379	344	3.82
		6.4	11.8	9.9	37.7	34.3	
3.	My organisation provides invitation to key corporate events as a recognition for better performance.	136	87	79	299	403	3.74
		13.5	8.7	7.9	29.8	40.1	
4.	My organisation provides gift cards/discount vouchers as a reward for better performance.	83	134	162	388	237	3.56
		8.3	13.3	16.1	38.6	23.6	
5.	My organisation provides cash reward for better performance.	159	118	140	352	235	3.38
		15.8	11.8	13.9	35.1	23.4	
6.	My organisation provides salary increments/grade hikes as a reward for better performance.	63	85	75	338	443	4.01
		6.3	8.5	7.5	33.7	44.1	
7.	I am motivated to stay with the organisation when rewarded and recognised based on my performance.	83	90	145	353	333	3.76
		8.3	9	14.4	35.2	33.2	
8.	I feel more valued when my efforts are linked to rewards and	161	117	129	219	378	3.53

	recognition, which positively influences my decision to stay in the organisation.						
		16	11.7	12.8	21.8	37.6	
9.	I believe that the fair and transparent performance-based rewards and recognition contributes to employee retention.	146	152	114	249	343	3.49
		14.5	15.1	11.4	24.8	34.2	
10.	I feel that the performance-based rewards and recognition positively influences my choice to stay in the organisation.	130	140	160	210	364	3.54
		12.9	13.9	15.9	20.9	36.3	

Inference:

The highest weighted average mean has been observed for My organisation provides salary increments/grade hikes as a reward for better performance as 4.01, My organisation provides certificate of appreciation as a recognition for better performance as 3.82 and I am motivated to stay with the organisation when rewarded and recognised based on my performance as 3.76.

From the above weighted average mean, Performance Based Rewards and Recognition can be summarised as My organisation provides salary increments/grade hikes as a reward for better performance, My organisation provides certificate of appreciation as a recognition for better performance and I am motivated to stay with the organisation when rewarded and recognised based on my performance.

Table 5.13: Weighted Average Mean for Cross Functional Job Rotation

SD	=	Strongly Disagree	D	=	Disagree
N	=	Neutral	A	=	Agree
SA	=	Strongly Agree	WAM	=	Weighted Average Mean

Sr. No.	Factors Influential	SD	D	N	A	SA	WAM
1.	I feel adoption of cross functional job rotation leads to better peer/colleagues relationship.	146	107	119	289	343	3.57
		14.5	10.7	11.9	28.8	34.2	
2.	I feel adoption of cross functional job rotation leads to increase in recognition.	131	127	84	334	328	3.60
		13	12.6	8.4	33.3	32.7	
3.	I feel adoption of cross functional job rotation leads to higher compensation/incentives.	105	140	125	335	299	3.58
		10.5	13.9	12.5	33.4	29.8	
4.	I feel adoption of cross functional job rotation leads to increase in job security.	89	118	130	322	345	3.71
		8.9	11.8	12.9	32.1	34.4	
5.	I feel exposure to different roles and responsibilities encourages me to stay with the organisation.	73	105	120	333	373	3.82
		7.3	10.5	12	33.2	37.2	
6.	I am more likely to remain with the organisation if I can explore different areas of the organisation.	95	110	145	405	249	3.60
		9.5	11	14.4	40.3	24.8	
7.	I feel that cross functional job rotation leads to increased engagement and excitement, encouraging me to stay with the organisation.	127	66	64	394	353	3.78
		12.6	6.6	6.4	39.2	35.2	

8.	I feel more committed to my organisation because it provides diverse career experiences through cross functional job rotation.	100	90	55	364	395	3.86
		10	9	5.5	36.3	39.3	
9.	I feel more committed to the organisation post cross functional job rotation, as it promotes knowledge sharing and collaboration across departments.	145	100	130	350	279	3.52
		14.4	10	12.9	34.9	27.8	

Inference:

The highest weighted average mean has been observed for I feel more committed to my organisation because it provides diverse career experiences through cross functional job rotation as 3.86, I feel exposure to different roles and responsibilities encourages me to stay with the organisation as 3.82 and I feel that cross functional job rotation leads to increased engagement and excitement, encouraging me to stay with the organisation as 3.78.

From the above weighted average mean, Cross Functional Job Rotation can be summarised as I feel more committed to my organisation because it provides diverse career experiences through cross functional job rotation, I feel exposure to different roles and responsibilities encourages me to stay with the organisation and I feel that cross functional job rotation leads to increased engagement and excitement, encouraging me to stay with the organisation.

Table 5.14: Weighted Average Mean for Flexible Working Hours Policy

SD	=	Strongly Disagree	D	=	Disagree
N	=	Neutral	A	=	Agree
SA	=	Strongly Agree	WAM	=	Weighted Average Mean

Sr. No.	Factors Influential	SD	D	N	A	SA	WAM
1.	I feel that flexible working hours are beneficial because I face less traffic and reduced worries about safety during travel.	75	126	149	399	255	3.63
		7.5	12.5	14.8	39.7	25.4	
2.	I feel flexible working hours are beneficial because I can manage daily chores effectively.	154	192	90	320	248	3.31
	I	15.3	19.1	9	31.9	24.7	
3.	I feel flexible working hours are beneficial because I have time for family & friends.	124	50	135	225	470	3.86
		12.4	5	13.4	22.4	46.8	
4.	I feel flexible working hours are beneficial because I can pursue higher education.	164	83	149	335	273	3.47
		16.3	8.3	14.8	33.4	27.2	
5.	I feel flexible working hours are beneficial because I can complete banking/government/ medical tasks.	99	199	211	302	193	3.29
		9.9	19.8	21	30.1	19.2	
6.	I value the freedom to adjust my work hours according to my personal needs and preferences, enhancing my willingness to stay.	100	181	184	299	240	3.40
		10	18	18.3	29.8	23.9	
7.	I think flexible work hours contribute to a better work-life	100	181	184	299	240	

	balance, increasing my willingness to stay.						3.40
		10	18	18.3	29.8	23.9	
8.	I feel that flexibility in work hours positively enhances my willingness to stay.	149	60	50	455	290	3.67
		14.8	6	5	45.3	28.9	
9.	I feel flexible working hour policy demonstrates the organisation's commitment to my wellbeing, enhancing my willingness to stay.	124	103	114	215	448	3.76
		12.4	10.3	11.4	21.4	44.6	

Inference:

The highest weighted average mean has been observed for I feel flexible working hours are beneficial because I have time for family & friends as 3.86, I feel flexible working hour policy demonstrates the organisation's commitment to my wellbeing, enhancing my willingness to stay as 3.76 and I feel that flexibility in work hours positively enhances my willingness to stay as 3.67.

From the above weighted average mean, Flexible working hours policy can be summarised as I feel flexible working hours are beneficial because I have time for family & friends, I feel flexible working hour policy demonstrates the organisation's commitment to my wellbeing, enhancing my willingness to stay and I feel that flexibility in work hours positively enhances my willingness to stay.

Table 5.15: Weighted Average Mean for Higher Education

SD	=	Strongly Disagree	D	=	Disagree
N	=	Neutral	A	=	Agree
SA	=	Strongly Agree	WAM	=	Weighted Average Mean

Sr. No.	Factors Influential	SD	D	N	A	SA	WAM
1.	Tie up with educational institutes.	100	86	149	299	370	3.75
		10	8.6	14.8	29.8	36.9	
2.	Subsidised education loan facility.	190	190	90	235	299	3.26
		18.9	18.9	9	23.4	29.8	
3.	Time flexibility to attend lectures along with the job.	129	50	130	200	495	3.88
		12.8	5	12.9	19.9	49.3	
4.	Reimbursement of fees.	99	118	120	304	363	3.71
		9.9	11.8	12	30.3	36.2	
5.	Leaves for examinations.	109	85	144	288	378	3.74
		10.9	8.5	14.3	28.7	37.6	
6.	I feel more loyal and committed to the organisation because of the support provided for pursuing higher education.	154	75	120	250	405	3.67
		15.3	7.5	12	24.9	40.3	
7.	I am inspired to stay because of the organisation investing in for pursuing higher education.	74	58	109	205	558	4.11
		7.4	5.8	10.9	20.4	55.6	
8.	I will stay in the organisation that encourages me to pursue my higher education. I will continue to stay in the organisation that provides opportunities for pursuing higher education.	125	115	160	359	245	3.48
		12.5	11.5	15.9	35.8	24.4	
9.	I feel more loyal and committed to the organisation because of the	70	151	159	199	425	3.75

	support provided for pursuing higher education.						
		7	15	15.8	19.8	42.3	

Inference:

The highest weighted average mean have been observed for I am inspired to stay because of the organisation investing in for pursuing higher education as 4.11, Time flexibility to attend lectures along with the job as 3.88, Tie up with educational institutes as 3.75 and I feel more loyal and committed to the organisation because of the support provided for pursuing higher education as 3.75.

From the above weighted average mean, Higher education can be summarised as I am inspired to stay because of the organisation investing in for pursuing higher education, Time flexibility to attend lectures along with the job, Tie up with educational institutes and I feel more loyal and committed to the organisation because of the support provided for pursuing higher education.

Table 5.16: Weighted Average Mean for Employee Retention

SD	=	Strongly Disagree	D	=	Disagree
N	=	Neutral	A	=	Agree
SA	=	Strongly Agree	WAM	=	Weighted Average Mean

Sr. No.	Factors Influential	SD	D	N	A	SA	WAM
1.	I think training and development leads to an increase in coordination between employees leading to retention.	100	201	99	299	305	3.51
		10	20	9.9	29.8	30.4	
2.	I want to continue working in the organisation if performance-based rewards and recognition are provided.	124	112	90	470	208	3.52

		12.4	11.2	9	46.8	20.7	
3.	I believe cross functional job rotation reduces the work monotony and encourages me to continue working.	119	85	160	365	275	3.59
		11.9	8.5	15.9	36.4	27.4	
4.	I feel satisfied and will continue to work if my organisation adopts flexible working hours policy.	94	183	194	180	353	3.51
		9.4	18.2	19.3	17.9	35.2	
5.	I am willing to continue working if provided with an opportunity for pursuing higher education by the organisation.	94	174	161	322	253	3.46
		9.4	17.3	16	32.1	25.2	
6.	My decision to stay in the organisation is dependent on the implementation of the above facilities by the organisation.	95	134	169	279	327	3.61
		9.5	13.3	16.8	27.8	32.6	

Inference:

The highest weighted average mean have been observed for My decision to stay in the organisation is dependent on the implementation of the above facilities by the organisation as 3.61, I believe cross functional job rotation reduces the work monotony and encourages me to continue working as 3.59 and I want to continue working in the organisation if performance-based rewards and recognition are provided as 3.52.

From the above weighted average mean, Employee Retention can be summarised as My decision to stay in the organisation is dependent on the implementation of the above facilities by the organisation, I believe cross functional job rotation reduces the work

monotony and encourages me to continue working and I want to continue working in the organisation if performance-based rewards and recognition are provided.

Table 5.17: Weighted Average Mean for Job Motivation

SD = Strongly Disagree D = Disagree
N = Neutral A = Agree
SA = Strongly Agree WAM = Weighted Average Mean

Sr. No.	Factors Influential	SD	D	N	A	SA	WAM
1.	I am motivated by the rewards and recognition which I receive, that enhances my commitment to stay with the organisation.	138	148	145	216	357	3.50
		13.7	14.7	14.4	21.5	35.6	
2.	I am driven to stay with the organisation because of the growth opportunities offered to me.	64	88	65	284	503	4.07
		6.4	8.8	6.5	28.3	50.1	
3.	I feel motivated by the positive workplace culture and values, which strengthens my desire to stay in the organisation.	127	106	69	254	448	3.79
		12.6	10.6	6.9	25.3	44.6	
4.	I feel motivated by the support given by the peers/colleagues which encourages me to stay in the organisation.	198	99	93	228	386	3.50
		19.7	9.9	9.3	22.7	38.4	
5.	I feel highly motivated in my current role, which positively influences my decision to stay with the organisation.	160	130	155	240	319	3.43
		15.9	12.9	15.4	23.9	31.8	

Inference:

The highest weighted average mean have been observed for I am driven to stay with the organisation because of the growth opportunities offered to me as 4.07, I feel motivated by the positive workplace culture and values, which strengthens my desire to stay in the organisation as 3.79, I am motivated by the rewards and recognition which I receive, that enhances my commitment to stay with the organisation as 3.50 and I feel motivated by the support given by the peers/colleagues which encourages me to stay in the organisation as 3.50.

From the above weighted average mean, Job Motivation can be summarised as I am driven to stay with the organisation because of the growth opportunities offered to me, I feel motivated by the positive workplace culture and values, which strengthens my desire to stay in the organisation, I am motivated by the rewards and recognition which I receive, that enhances my commitment to stay with the organisation and I feel motivated by the support given by the peers/colleagues which encourages me to stay in the organisation.

Table 5.18: Weighted Average Mean for Job Satisfaction

SD	=	Strongly Disagree	D	=	Disagree
N	=	Neutral	A	=	Agree
SA	=	Strongly Agree	WAM	=	Weighted Average Mean

Sr. No.	Factors Influential	SD	D	N	A	SA	WAM
1.	I feel satisfied since my job is aligned with my personal values and makes me stay with the organisation.	100	111	129	299	365	3.72
		10	11.1	12.8	29.8	36.4	
2.	I am satisfied with the level of recognition and appreciation I receive for my contributions at work.	169	197	100	335	203	3.21

		16.8	19.6	10	33.4	20.2	
3.	I believe my job provides me with opportunities for growth and advancement, enhancing my commitment to the organisation.	219	85	195	200	305	3.29
		21.8	8.5	19.4	19.9	30.4	
4.	I feel fulfilled and satisfied with the work I do, which makes me to stay with the organisation.	99	183	168	291	263	3.43
		9.9	18.2	16.7	29	26.2	
5.	I feel a sense of satisfaction, pride, and loyalty to the organisation due to its positive workplace culture influencing my decision to stay.	99	199	163	202	341	3.49
		9.9	19.8	16.2	20.1	34	

Inference:

The highest weighted average mean have been observed for I feel satisfied since my job is aligned with my personal values and makes me stay with the organisation as 3.72, I feel a sense of satisfaction, pride, and loyalty to the organisation due to its positive workplace culture influencing my decision to stay as 3.49 and I feel fulfilled and satisfied with the work I do, which makes me to stay with the organisation as 3.43.

From the above weighted average mean, Job Satisfaction can be summarised as I feel satisfied since my job is aligned with my personal values and makes me stay with the organisation, I feel a sense of satisfaction, pride, and loyalty to the organisation due to its positive workplace culture influencing my decision to stay and I feel fulfilled and satisfied with the work I do, which makes me to stay with the organisation.

5.3 Inferential Analysis

Data analysis has been classified into Descriptive analysis & Inferential Analysis. The data has been analysed by using IBM SPSS Statistics 29.

Descriptive analysis

For doing the descriptive analysis, the simple percentage method has been used to calculate the frequencies and has been represented by using Pie Chart.

Inferential analysis

Inferential analysis has been used to derive the logical conclusions of the samples. The following techniques has been used in the inferential analysis

- Spearman Rank Correlation, Chi-Square test, Multiple Regression, Factor Analysis and Structural Equation Modeling (SEM)

The hypothesis testing has been done by using Spearman Rank Correlation, Chi-Square test, and Multiple Regression.

Spearman Rank Correlation has been used to find out the degree of association between the variables for ordinal data. It has been defined as r_s . It is denoted by $\rho(\text{rho})$ If $r_s = 0$, then it is no association, r_s ranges from -1 to $+1$. -1 indicates negative correlation and $+1$ indicates positive correlation.

The value of ranges r_s from $+1$ to -1 [$+1$ indicates positive correlation, -1 indicates negative correlation]. If the value of r_s is between $[0.75$ to 1 (it is high association), 0.5 to 0.74 (moderate association), less than 0.5 (low association)].

Chi-Square is called as goodness-of-fit test. It is used to test how observed frequencies differ from expected frequencies. It is a Non-Parametric test of hypothesis.

Multiple Regression Analysis has been used to test the effect of independent variables on dependent variable. It can also have termed as a tool for predictive validity.

Reliability Analysis has been used to test the internal consistency among the variables.

Factor Analysis is a multi-variate analysis used to test the variables simultaneously.

Structural Equation Modeling (SEM) has been used to test the equations of multiple regression simultaneously.

5.4 Reliability Analysis for Employee Retention in Organised Apparel Retail Sector

The reliability analysis is an effective instrument for testing the internal consistency among the research variables included in the research process. It places more significance in maintaining and developing an upper limit on its validity. A measurement that lacks reliability will also lack validity. If the scale of reliability is close to 1, then it can be concluded that the variables have high internal consistency and hence they are suitable for conducting factor analysis.

Table(s) determining the Reliability Analysis for Employee Retention in Organised Apparel Retail Sector

In the present study, reliability has been tested for Employee Retention in the Organised Apparel Retail Sector. Cronbach Alpha(α) is designed as a model for reliability analysis and it can be considered as a measure of internal consistency. The closer the α to 1, the greater the internal consistency of items in the instrument being assessed.

Table 5.19: Cronbach's Alpha (α) for Training and Development

Item description	Cronbach's Alpha (α)
My organisation provides on the job training.	0.879
My organisation provides off the job training.	0.876
My organisation provides both (on the job and off the job) training.	0.876
I feel job instruction training has enhanced coordination among my peers/colleagues.	0.872
I feel soft skill training has enhanced coordination among my peers/colleagues.	0.863
I feel team building training has enhanced coordination among my peers/colleagues.	0.869
I feel managerial training has enhanced coordination among my peers/colleagues.	0.868
I feel mentoring/hand holding has enhanced coordination among my peers/colleagues.	0.865

I feel job rotation has enhanced coordination among my peers/colleagues.	0.867
I feel role plays have enhanced coordination among my peers/colleagues.	0.882
I feel management games have enhanced coordination among my peers/colleagues.	0.873
I feel my confidence and communication skills have improved after attending the training(s).	0.878
I feel my performance has improved after attending the training(s).	0.872
I feel there has been lower absenteeism after attending the training(s).	0.863
I feel there has been an increase in job stability after attending the training(s).	0.869
I feel there has been stress reduction after attending the training(s).	0.868
I feel there is an improvement in grievance handling after attending the training(s).	0.865
I feel valued and engaged when provided with training opportunities.	0.88
I believe that training positively influences my job satisfaction and willingness to continue working.	0.879
I am more likely to stay with the organisation if my skills are continuously improving through regular training.	0.876
I feel the training(s) have prepared me for future career growth within the organisation.	0.876
Overall Cronbach's Alpha (α)	0.872

Inference:

It can be observed from the Table 5.19, the value of Alpha (α) is 0.872. The value Cronbach's Alpha (α) is more than 0.8 and hence we can conclude that the variables are having high internal consistency for factors to determine Training and Development.

Table 5.20: Cronbach's Alpha (α) for Performance Based Rewards and Recognition

Item description	Cronbach's Alpha (α)
My organisation provides poster recognition for better performance.	0.859
My organisation provides certificate of appreciation as a recognition for better performance.	0.853
My organisation provides invitation to key corporate events as a recognition for better performance.	0.86
My organisation provides gift cards/discount vouchers as a reward for better performance.	0.854
My organisation provides cash reward for better performance.	0.869
My organisation provides salary increments/grade hikes as a reward for better performance.	0.859
I am motivated to stay with the organisation when rewarded and recognised based on my performance.	0.856
I feel more valued when my efforts are linked to rewards and recognition, which positively influences my decision to stay in the organisation.	0.86

I believe that the fair and transparent performance-based rewards and recognition contributes to employee retention.	0.86
I feel that the performance-based rewards and recognition positively influences my choice to stay in the organisation.	0.851
Overall Cronbach's Alpha (α)	0.858

Inference:

It can be observed from the Table 5.20, the value of Alpha (α) is 0.858. The value Cronbach's Alpha (α) is more than 0.8 and hence we can conclude that the variables are having high internal consistency for Performance Based Rewards and Recognition.

Table 5.21: Cronbach's Alpha(α) for Cross Functional Job Rotation

Item description	Cronbach's Alpha (α)
I feel adoption of cross functional job rotation leads to better peer/colleagues relationship.	0.839
I feel adoption of cross functional job rotation leads to increase in recognition.	0.839
I feel adoption of cross functional job rotation leads to higher compensation/incentives.	0.846
I feel adoption of cross functional job rotation leads to increase in job security.	0.85
I feel exposure to different roles and responsibilities encourages me to stay with the organisation.	0.846
I am more likely to remain with the organisation if I can explore different areas of the organisation.	0.859
I feel that cross functional job rotation leads to increased engagement and excitement, encouraging me to stay with the organisation.	0.835

I feel more committed to my organisation because it provides diverse career experiences through cross functional job rotation.	0.847
I feel more committed to the organisation post cross functional job rotation, as it promotes knowledge sharing and collaboration across departments.	0.848
Overall Cronbach's Alpha (α)	0.845

Inference:

It can be observed from the Table 5.21, the value of Alpha (α) is 0.845. The value Cronbach's Alpha (α) is more than 0.8 and hence we can conclude that the variables are having high internal consistency for Cross Functional Job Rotation.

Table 5.22: Cronbach's Alpha (α) for Flexible Working Hours' Policy

Item description	Cronbach's Alpha (α)
I feel that flexible working hours are beneficial because I face less traffic and reduced worries about safety during travel.	0.848
I feel flexible working hours are beneficial because I can manage daily chores effectively.	0.856
I feel flexible working hours are beneficial because I have time for family & friends.	0.852
I feel flexible working hours are beneficial because I can pursue higher education.	0.842
I feel flexible working hours are beneficial because I can complete banking/government/ medical tasks.	0.848
I value the freedom to adjust my work hours according to my personal needs and preferences, enhancing my willingness to stay.	0.848

I think flexible work hours contribute to a better work-life balance, increasing my willingness to stay.	0.848
I feel that flexibility in work hours positively enhances my willingness to stay.	0.842
I feel flexible working hour policy demonstrates the organisation's commitment to my wellbeing, enhancing my willingness to stay.	0.842
Overall Cronbach's Alpha (α)	0.847

Inference:

It can be observed from the Table 5.22, the value of Alpha (α) is 0.847. The value Cronbach's Alpha (α) is more than 0.8 and hence we can conclude that the variables are having high internal consistency for Flexible Working Hours' Policy.

Table 5.23: Cronbach's Alpha (α) for Higher Education

Item description	Cronbach's Alpha (α)
Tie up with educational institutes.	0.824
Subsidised education loan facility.	0.821
Time flexibility to attend lectures along with the job.	0.822
Reimbursement of fees.	0.824
Leaves for examinations.	0.832
I feel more loyal and committed to the organisation because of the support provided for pursuing higher education.	0.822
I am inspired to stay because of the organisation investing in for pursuing higher education.	0.824
I will stay in the organisation that encourages me to pursue my higher education. I will continue to stay in the organisation that provides opportunities for pursuing higher education.	0.822

I feel more loyal and committed to the organisation because of the support provided for pursuing higher education.	0.824
Overall Cronbach's Alpha (α)	0.824

Inference:

It can be observed from the Table 5.23, the value of Alpha (α) is 0.824. The value Cronbach's Alpha (α) is more than 0.8 and hence we can conclude that the variables have high internal consistency for Higher Education.

Table 5.24: Cronbach's Alpha (α) for Employee Retention

Item description	Cronbach's Alpha (α)
I think training and development leads to an increase in coordination between employees leading to retention.	0.843
I want to continue working in the organisation if performance-based rewards and recognition are provided.	0.828
I believe cross functional job rotation reduces the work monotony and encourages me to continue working.	0.845
I feel satisfied and will continue to work if my organisation adopts flexible working hours policy.	0.848
I am willing to continue working if provided with an opportunity for pursuing higher education by the organisation.	0.824
My decision to stay in the organisation is dependent on the implementation of the above facilities by the organisation.	0.843
Overall Cronbach's Alpha (α)	0.839

Inference:

It can be observed from the Table 5.24, the value of Alpha (α) is 0.839. The value Cronbach's Alpha (α) is more than 0.8 and hence we can conclude that the variables are having high internal consistency for Employee Retention.

Table 5.25: Cronbach's Alpha (α) for Job Motivation

Item description	Cronbach's Alpha (α)
I am motivated by the rewards and recognition which I receive, that enhances my commitment to stay with the organisation.	0.858
I am driven to stay with the organisation because of the growth opportunities offered to me.	0.832
I feel motivated by the positive workplace culture and values, which strengthens my desire to stay in the organisation.	0.831
I feel motivated by the support given by the peers/colleagues which encourages me to stay in the organisation.	0.841
I feel highly motivated in my current role, which positively influences my decision to stay with the organisation.	0.849
Overall Cronbach's Alpha (α)	0.842

Inference:

It can be observed from the Table 5.25, the value of Alpha (α) is 0.842. The value Cronbach's Alpha (α) is more than 0.8 and hence we can conclude that the variables are having high internal consistency for Job Motivation.

Table 5.26: Cronbach's Alpha (α) for Job Satisfaction

Item description	Cronbach's Alpha (α)
I feel satisfied since my job is aligned with my personal values and makes me stay with the organisation.	0.852
I am satisfied with the level of recognition and appreciation I receive for my contributions at work.	0.854
I believe my job provides me with opportunities for growth and advancement, enhancing my commitment to the organisation.	0.858
I feel fulfilled and satisfied with the work I do, which makes me to stay with the organisation.	0.843
I feel a sense of satisfaction, pride, and loyalty to the organisation due to its positive workplace culture influencing my decision to stay.	0.847
Overall Cronbach's Alpha (α)	0.851

Inference:

It can be observed from the Table 5.26, the value of Alpha (α) is 0.851. The value Cronbach's Alpha (α) is more than 0.8 and hence we can conclude that the variables are having high internal consistency for Job Satisfaction.

Table 5.27: Summary of Reliability Statistics for Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction to determine Employee Retention in Organised Apparel Retail Sector

Variables	Cronbach's Alpha (α)
Training and Development	0.872
Performance-Based Rewards and Recognition	0.858
Cross Functional Job Rotation	0.845

Flexible Working Hours Policy	0.847
Higher Education	0.824
Job Motivation	0.842
Job Satisfaction	0.851
Employee Retention	0.839

Conclusion

Based on the summary of reliability, it can be inferred that the value of Cronbach's Alpha (α) found to be more than 0.8 which shows the internal consistency for all the variables included in the research consisting of Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction to determine Employee Retention in the Organised Apparel Retail Sector.

5.5 Test of Validity for Employee Retention in Organised Apparel Retail Sector

In the present study, Multiple Regression Analysis of [Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction] to determine Employee Retention has been tested as a tool of validity. Collinearity has been used an inbuilt measure to determine the effect of independent variables called as predictors on dependent variable called as criterion.

Table 5.28: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.731	.535	.526	4.28

Inference

The dependent variable is also called as Criterion which is Employee Retention. The independent variables are also called as Predictors [Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible

Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction] are influential to determine Employee Retention.

The multiple correlation coefficient, R , can also be viewed as the simple correlation coefficient r , which lies between 0 to 1. The value close to 1 indicates high strength of association

The R^2 is called as coefficient multiple determination. The strength of association in multiple regression is measured by the square of the multiple correlation coefficient, R^2 , which is also called the coefficient of the multiple determination.

The R^2 value of a model tells you what percentage of the variation in the dependent variable is explained by all the independent variables in the model. The dependent variable's total variation can be measured by its variance. In this model, the value of R square is .535. It shows that 53.5% of the total variance in the dependent variable Employee Retention is explained by all the independent variables [Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction] of the model.

Table 5.29: ANOVA

Description	Sum of Squares	Df	Mean Square	F	Sig.
Regression	20742.505	7	2963.215	163.666	0.000
Residual	18032.860	996	18.105		
Total	38775.366	1003			

Inference

The significance level less than 5% indicates that all the variables included in this model are significant. The significance level of the F-statistic (less than 5%) then the independent variables [Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction] are highly influential in explaining the variation in the dependent variable Employee Retention.

Table 5.30: Standardised and Unstandardised Regression Coefficients

Variables	Unstandar dised Coefficient s	Standardis ed Coefficient s	t	Sig.	Tolera nce	VIF
	B	Beta				
(Constant)	13.935		5.869	.000		
Training and Development	.079	.146	4.003	.000	.689	1.125
Performance-Based Rewards and Recognition	.158	.136	3.039	.003	.591	1.691
Cross Functional Job Rotation	-.197	.241	6.793	.000	.741	1.062
Flexible Working Hours Policy	.098	.121	2.517	.012	.511	1.958
Higher Education	.363	.290	6.419	.000	.581	1.720
Job Motivation	.140	.248	5.517	.000	.588	1.701
Job Satisfaction	.066	.063	1.353	.037	.542	1.845

Inference:

The significance levels less than 5% indicate that null hypothesis can be rejected. It can be inferred that independent variables [Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction] are influential to determine Employee Retention.

The tolerance more than 5% and Variance Inflation Factor (VIF) less than 10 indicates that the effect of independent variables on dependent variable can be determined

effectively. VIF is a measure of multicollinearity in the set of multiple regression variables. When VIF less than 10, It can be further revealed as there is no multicollinearity. Multicollinearity is the occurrence of high intercorrelations among two or more independent variables in a multiple regression model.

The high intercorrelations among the independent variables fail to assess the effect on dependent variable accurately. When there is no multicollinearity among the independent variables, the predictor validity is also high. The predictor validity is an indication for establishing the causal relationship among the variables included in the research.

5.6 Hypothesis Testing

The following hypothesis is tested by using Chi-Square Test

Hypothesis 1

Null Hypothesis (H1₀): Training and Development does not have a significant impact on enhanced coordination between employees leading to retention.

Alternative Hypothesis(H1_A): Training and Development has a significant impact on enhanced coordination between employees leading to retention.

Table 5.31: Chi-Square Test Values for Training and Development

Item description	Chi-Square Test	Sig. Level
My organisation provides on the job training	87.843	.000
My organisation provides off the job training	378.4	.000
My organisation provides both (on the job and off the job) training	279.396	.000
I feel job instruction training has enhanced coordination among my peers/colleagues	124.446	.000
I feel soft skill training has enhanced coordination among my peers/colleagues	125.661	.000

I feel team building training has enhanced coordination among my peers/colleagues	278.311	.000
I feel managerial training has enhanced coordination among my peers/colleagues	352.026	.000
I feel mentoring/hand holding has enhanced coordination among my peers/colleagues	228.5	.000
I feel job rotation has enhanced coordination among my peers/colleagues	470.293	.000
I feel role plays have enhanced coordination among my peers/colleagues	1194.038	.000
I feel management games have enhanced coordination among my peers/colleagues	613.46	.000
I feel my confidence and communication skills have improved after attending the training(s)	228.261	.000
I feel my performance has improved after attending the training(s)	346.598	.000
I feel there has been lower absenteeism after attending the training(s)	287.514	.000
I feel there has been an increase in job stability after attending the training(s)	396.886	.000
I feel there has been stress reduction after attending the training(s)	774.038	.000
I feel there is an improvement in grievance handling after attending the training(s)	60.343	.000
I feel valued and engaged when provided with training opportunities	235.223	.000
I believe that training positively influences my job satisfaction and willingness to continue working	152.494	.000

I am more likely to stay with the organisation if my skills are continuously improving through regular training	332.285	.000
I feel the training(s) have prepared me for future career growth within the organisation	355.502	.000

Inference:

The significance value less than 5% reveals that null hypothesis can be rejected. It can be inferred that Training and Development has a significant impact on enhanced coordination between employees leading to retention. The highest value of Chi-Square value has been observed for I feel role plays have enhanced coordination among my peers/colleagues as 1194.038. The second highest value has been observed for I feel there has been stress reduction after attending the training(s) as 774.038. The third highest value of Chi Square has been observed for I feel management games have enhanced coordination among my peers/colleagues as 613.46.

It can be further analysed that Training and Development has a significant impact on enhanced coordination between employees leading to retention have been summarised as role plays have enhanced coordination among my peers/colleagues, I feel there has been stress reduction after attending the training(s) and I feel management games have enhanced coordination among my peers/colleagues.

The following hypothesis is tested by using Spearman Rank Correlation

Hypothesis 2

Null Hypothesis (H₂₀): Performance-Based Rewards and Recognition does not have a positive influence on employee retention.

Alternative Hypothesis(H_{2A}): Performance-Based Rewards and Recognition has a positive influence on employee retention.

Table 5.32: Spearman Rank Correlation for [Performance-Based Rewards and Recognition * Employee Retention]

Description	Performance-Based Rewards	Employee Retention	N	Sig. Level
Performance-Based Rewards and Recognition	1.000	0.626	1004	0.000
Employee Retention	0.626	1.000	1004	0.000

Inference

The significance level less than 5% reveals that the null hypothesis can be rejected. It can be revealed that Performance-Based Rewards and Recognition has a positive influence on employee retention. The value of r_s [Spearman Rank Correlation] found to be between (>0.5 to 0.74) for Performance-Based Rewards and Recognition and employee retention. It can be further analysed that the value of r_s found to be 0.626 . It indicates that there is a positive moderate association of Performance-Based Rewards and Recognition on employee retention.

The following hypothesis is tested by using Chi-Square Test

Hypothesis 3

Null Hypothesis (H_{30}): Cross Functional Job Rotation does not reduce the work monotony and does not have a positive relationship for retaining employees.

Alternative Hypothesis(H_{3A}): Cross Functional Job Rotation reduces work monotony and has a positive relationship with retaining employees.

Table 5.33: Chi-Square Test Values for Cross Functional Job Rotation

Item description	Chi-Square Test	Sig. Level
I feel adoption of cross functional job rotation leads to better peer/colleagues relationship.	231.538	.000
I feel adoption of cross functional job rotation leads to increase in recognition.	288.261	.000
I feel adoption of cross functional job rotation leads to higher compensation/incentives.	230.442	.000
I feel adoption of cross functional job rotation leads to increase in job security.	298.062	.000
I feel exposure to different roles and responsibilities encourages me to stay with the organisation.	394.267	.000
I am more likely to remain with the organisation if I can explore different areas of the organisation.	331.538	.000
I feel that cross functional job rotation leads to increased engagement and excitement, encouraging me to stay with the organisation.	512.066	.000
I feel more committed to my organisation because it provides diverse career experiences through cross functional job rotation.	538.062	.000
I feel more committed to the organisation post cross functional job rotation, as it promotes knowledge sharing and collaboration across departments.	232.384	.000

Inference:

The significance value less than 5% reveals that null hypothesis can be rejected. It can be inferred that Cross Functional Job Rotation reduces work monotony and has a positive relationship with retaining employees. The highest value of Chi-Square value has been observed for I feel more committed to my organisation because it provides diverse career experiences through cross functional job rotation as 538.062. The second highest value has been observed for I feel that cross functional job rotation leads to increased engagement and excitement, encouraging me to stay with the organisation as 512.066. The third highest value of Chi Square has been observed for I feel exposure to different roles and responsibilities encourages me to stay with the organisation.as 394.267.

It can be further analysed that Cross Functional Job Rotation reduces work monotony and has a positive relationship with retaining employees have been summarised as I feel more committed to my organisation because it provides diverse career experiences through cross functional job rotation, I feel that cross functional job rotation leads to increased engagement and excitement, encouraging me to stay with the organisation and I feel exposure to different roles and responsibilities encourages me to stay with the organisation.

The following hypothesis is tested by using Chi-Square Test**Hypothesis 4**

Null Hypothesis (H₄₀): Flexible Working Hours Policy does not enhance the overall job satisfaction among employees in the organisation and does not lead to employee retention.

Alternative Hypothesis(H_{4A}): Flexible Working Hours Policy enhances the overall job satisfaction among employees in the organisation and leads to employee retention.

Table 5.34: Chi-Square values for Flexible Working Hours Policy

Item description	Chi Square Value	Sig. Level
I feel that flexible working hours are beneficial because I face less traffic and reduced worries about safety during travel	330.303	.000

I feel flexible working hours are beneficial because I can manage daily chores effectively	154.287	.000
I feel flexible working hours are beneficial because I have time for family & friends	528.002	.000
I feel flexible working hours are beneficial because I can pursue higher education	204.865	.000
I feel flexible working hours are beneficial because I can complete banking/government/medical tasks	103.45	.000
I value the freedom to adjust my work hours according to my personal needs and preferences, enhancing my willingness to stay	109.635	.000
I think flexible work hours contribute to a better work-life balance, increasing my willingness to stay	109.635	.000
I feel that flexibility in work hours positively enhances my willingness to stay	586.767	.000
I feel flexible working hour policy demonstrates the organisation's commitment to my wellbeing, enhancing my willingness to stay	419.855	.000

Inference:

The significance value less than 5% reveals that null hypothesis can be rejected. It can be inferred that Flexible Working Hours Policy enhances the overall job satisfaction among employees in the organisation and leads to employee retention. The highest value of Chi-Square value has been observed for I feel that flexibility in work hours positively enhances my willingness to stay as 586.767. The second highest value has been observed for I feel flexible working hours are beneficial because I have time for family & friends as 528.002. The third highest value of Chi Square has been observed for I feel flexible working hour policy demonstrates the organisation's commitment to my wellbeing, enhancing my willingness to stay as 419.855.

It can be further analysed that Flexible Working Hours Policy enhances the overall job satisfaction among employees in the organisation and leads to employee retention have been summarised as I feel that flexibility in work hours positively enhances my willingness to stay, I feel flexible working hours are beneficial because I have time for family & friends and I feel flexible working hour policy demonstrates the organisation's commitment to my wellbeing, enhancing my willingness to stay.

The following hypothesis is tested by using Spearman Rank Correlation

Hypothesis 5

Null Hypothesis (H₅₀): Organisations encouraging employees to pursue Higher Education do not have a positive impact on retention.

Alternative Hypothesis(H_{5A}): Organisations encouraging employees to pursue Higher Education has a positive impact on retention.

Table 5.35: Spearman Rank Correlation for [Higher Education * Employee Retention]

Description	Higher Education	Employee Retention	N	Sig. Level
Higher Education	1.000	0.551	1004	0.000
Employee Retention	0.551	1.000	1004	0.000

Inference

The significance level less than 5% reveals that the null hypothesis can be rejected. It can be revealed that Organisations encouraging employees to pursue Higher Education has a positive impact on retention. The value of r_s [Spearman Rank Correlation] found to be between (>0.5 to 0.74) for Higher Education and retention.

It can be further analysed that the value of r_s found to be 0.551. It indicates that there is a positive moderate association of Higher Education and retention.

The following hypothesis is tested by using Spearman Rank Correlation

Hypothesis 6

Null Hypothesis (H₆₀): Job Motivation does not moderate the influence of employee retention strategies (Training and Development, Performance Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, and Higher Education) on employee retention in the organised apparel retail sector.

Alternative Hypothesis(H_{6A}): Job Motivation moderates the influence of employee retention strategies (Training and Development, Performance Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, and Higher Education) on employee retention in the organised apparel retail sector.

Table 5.36: Spearman Rank Correlation for [Job Motivation * Employee Retention]

Description	Job Motivation	Employee Retention	N	Sig. Level
Job Motivation	1.000	0.541	1004	0.000
Employee Retention	0.541	1.000	1004	0.000

Inference

The significance level less than 5% reveals that the null hypothesis can be rejected. It can be revealed that Job Motivation moderates the influence of employee retention strategies (Training and Development, Performance Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, and Higher Education) on employee retention in the organised apparel retail sector. The value of r_s [Spearman Rank Correlation] found to be between (>0.5 to 0.74) for Job Motivation on employee retention in the organised apparel retail sector.

It can be further analysed that the value of r_s found to be 0.541 . It indicates that there is a positive moderate association of Job Motivation on employee retention in the organised apparel retail sector.

The following hypothesis is tested by using Spearman Rank Correlation

Hypothesis 7

Null Hypothesis (H₇₀): Job Satisfaction does not moderate the influence of employee retention strategies (Training and Development, Performance Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, and Higher Education) on employee retention in the organised apparel retail sector.

Alternative Hypothesis(H_{7A}): Job Satisfaction moderates the influence of employee retention strategies (Training and Development, Performance Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, and Higher Education) on employee retention in the organised apparel retail sector.

Table 5.37: Spearman Rank Correlation for [Job Satisfaction * Employee Retention]

Description	Job Satisfaction	Employee Retention	N	Sig. Level
Job Satisfaction	1.000	0.513	1004	0.000
Employee Retention	0.513	1.000	1004	0.000

Inference

The significance level less than 5% reveals that the null hypothesis can be rejected. It can be revealed that Job Satisfaction moderates the influence of employee retention strategies (Training and Development, Performance Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, and Higher Education) on employee retention in the organised apparel retail sector. The value of r_s [Spearman Rank Correlation] found to be between (>0.5 to 0.74) for Job Satisfaction on employee retention in the organised apparel retail sector.

It can be further analysed that the value of r_s found to be 0.513 . It indicates that there is a positive moderate association of Job Satisfaction on employee retention in the organised apparel retail sector.

5.7 Factor Analysis

5.7.1 Factor Analysis to determine Training and Development

Factor Analysis has been used to classify the components of Training and Development. By using Factor Analysis, we can summarise the components to determine Training and Development.

KMO and Bartlett's Test of hypothesis to determine Training and Development

KMO and Bartlett's Test of hypothesis is an inbuilt statistical measure in Factor analysis. The value of Kaiser-Meyer-Olkin Measure of Sampling Adequacy should be always more than 0.5 and the significance level should be less than 5%.

Table 5.38: KMO and Bartlett's Test of Hypothesis (for factor analysis)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.727
Bartlett's Test of Sphericity – Value of Chi-Square	9080.917
Df	210
Sig	.000

Source: Compiled from the questionnaire

(df – degrees of freedom Sig: Significance Level)

Inference: It can be seen from the table 5.38 that the significance (0.00) is less than the assumed value (0.05). The value of KMO measure has been observed as 0.727 which was more than 0.5. Based on this KMO measure, it can be revealed that the factor analysis for data summarisation is effective for identifying the components to determine Training and Development.

Table 5.38 (a): Communalities to determine Training and Development

Item Description	Initial	Extraction
My organisation provides on the job training	1.000	0.603
My organisation provides off the job training	1.000	0.633
My organisation provides both (on the job and off the job) training	1.000	0.596

I feel job instruction training has enhanced coordination among my peers/colleagues	1.000	0.597
I feel soft skill training has enhanced coordination among my peers/colleagues	1.000	0.588
I feel team building training has enhanced coordination among my peers/colleagues	1.000	0.632
I feel managerial training has enhanced coordination among my peers/colleagues	1.000	0.644
I feel mentoring/hand holding has enhanced coordination among my peers/colleagues	1.000	0.575
I feel job rotation has enhanced coordination among my peers/colleagues	1.000	0.549
I feel role plays have enhanced coordination among my peers/colleagues	1.000	0.641
I feel management games have enhanced coordination among my peers/colleagues	1.000	0.601
I feel my confidence and communication skills have improved after attending the training(s)	1.000	0.642
I feel my performance has improved after attending the training(s)	1.000	0.539
I feel there has been lower absenteeism after attending the training(s)	1.000	0.566
I feel there has been an increase in job stability after attending the training(s)	1.000	0.524
I feel there has been stress reduction after attending the training(s)	1.000	0.639
I feel there is an improvement in grievance handling after attending the training(s)	1.000	0.672
I feel valued and engaged when provided with training opportunities	1.000	0.612

I believe that training positively influences my job satisfaction and willingness to continue working	1.000	0.558
I am more likely to stay with the organisation if my skills are continuously improving through regular training	1.000	0.573
I feel the training(s) have prepared me for future career growth within the organisation	1.000	0.609

Source: Compiled by the questionnaire

Communality is the amount of variance a variable share with all the other variables being considered. This is the proportion of variance explained by the common factors.

Table 5.38 (b): Eigen Values explaining the Percentage of Variance to determine Training and Development

Item Description	Eigenvalues	% of Variance
My organisation provides on the job training	3.554	16.926
My organisation provides off the job training	3.386	16.123
My organisation provides both (on the job and off the job) training	2.346	11.172
I feel job instruction training has enhanced coordination among my peers/colleagues	1.853	8.826
I feel soft skill training has enhanced coordination among my peers/colleagues	1.506	7.172
I feel team building training has enhanced coordination among my peers/colleagues	1.175	5.595
I feel managerial training has enhanced coordination among my peers/colleagues	1.112	5.297
I feel mentoring/hand holding has enhanced coordination among my peers/colleagues	0.906	4.312

I feel job rotation has enhanced coordination among my peers/colleagues	0.75	3.57
I feel role plays have enhanced coordination among my peers/colleagues	0.668	3.182
I feel management games have enhanced coordination among my peers/colleagues	0.584	2.783
I feel my confidence and communication skills have improved after attending the training(s)	0.536	2.555
I feel my performance has improved after attending the training(s)	0.467	2.226
I feel there has been lower absenteeism after attending the training(s)	0.409	1.948
I feel there has been an increase in job stability after attending the training(s)	0.365	1.74
I feel there has been stress reduction after attending the training(s)	0.333	1.586
I feel there is an improvement in grievance handling after attending the training(s)	0.311	1.48
I feel valued and engaged when provided with training opportunities	0.231	1.1
I believe that training positively influences my job satisfaction and willingness to continue working	0.212	1.01
I am more likely to stay with the organisation if my skills are continuously improving through regular training	0.17	0.808
I feel the training(s) have prepared me for future career growth within the organisation	0.123	0.588

Source: Compiled by the questionnaire

Eigenvalues represents the total variance explained by each factor.

**Table 5.38 (c): Rotated Component Matrix (for deciding the number of factors)
to determine Training and Development**

Item Description	Components	
	1	2
My organisation provides on the job training	0.772	
My organisation provides off the job training	0.754	
My organisation provides both (on the job and off the job) training	0.746	
I feel job instruction training has enhanced coordination among my peers/colleagues	0.748	
I feel soft skill training has enhanced coordination among my peers/colleagues	0.799	
I feel team building training has enhanced coordination among my peers/colleagues	0.759	
I feel managerial training has enhanced coordination among my peers/colleagues	0.766	
I feel mentoring/hand holding has enhanced coordination among my peers/colleagues	0.737	
I feel job rotation has enhanced coordination among my peers/colleagues	0.809	
I feel role plays have enhanced coordination among my peers/colleagues	0.777	
I feel management games have enhanced coordination among my peers/colleagues	0.735	
I feel my confidence and communication skills have improved after attending the training(s)		0.793
I feel my performance has improved after attending the training(s)		0.724
I feel there has been lower absenteeism after attending the training(s)		0.759
I feel there has been an increase in job stability after attending the training(s)		0.771

I feel there has been stress reduction after attending the training(s)		0.733
I feel there is an improvement in grievance handling after attending the training(s)		0.748
I feel valued and engaged when provided with training opportunities		0.754
I believe that training positively influences my job satisfaction and willingness to continue working		0.745
I am more likely to stay with the organisation if my skills are continuously improving through regular training		0.719
I feel the training(s) have prepared me for future career growth within the organisation		0.763

Source: Compiled by the questionnaire

Inference:

From the Table 5.38(c) of Rotated Component Matrix to determine Training and Development, it can be seen that the two factors can be classified as follows:

Factor 1:

- I feel job rotation has enhanced coordination among my peers/colleagues.
- I feel soft skill training has enhanced coordination among my peers/colleagues.
- I feel role plays have enhanced coordination among my peers/colleagues.
- My organisation provides on the job training.
- I feel managerial training has enhanced coordination among my peers/colleagues.
- I feel team building training has enhanced coordination among my peers/colleagues.
- My organisation provides off the job training.
- I feel job instruction training has enhanced coordination among my peers/colleagues.
- My organisation provides both (on the job and off the job) training.

- I feel mentoring/hand holding has enhanced coordination among my peers/colleagues.
- I feel management games have enhanced coordination among my peers/colleagues.

Factor 2

- I feel my confidence and communication skills have improved after attending the training(s).
- I feel there has been an increase in job stability after attending the training(s).
- I feel the training(s) have prepared me for future career growth within the organisation.
- I feel there has been lower absenteeism after attending the training(s).
- I feel valued and engaged when provided with training opportunities.
- I feel there is an improvement in grievance handling after attending the training(s).
- I believe that training positively influences my job satisfaction and willingness to continue working.
- I feel there has been stress reduction after attending the training(s).
- I feel my performance has improved after attending the training(s).
- I am more likely to stay with the organisation if my skills are continuously improving through regular training.

The factors are renamed to determine Training and Development as follows:

Factor 1 – Job Rotation Factors

Factor 2 – Confidence and Communication Factors

From the Factor analysis it states that Job Rotation Factors and Confidence and Communication Factors are highly significant in contributing to determine Training and Development.

5.7.2 Factor Analysis to determine Performance Based Rewards and Recognition

Factor Analysis has been used to classify the components Performance Based Rewards and Recognition. By using Factor Analysis, we can summarise the components determine Performance Based Rewards and Recognition.

KMO and Bartlett's Test of hypothesis determine Performance Based Rewards and Recognition

KMO and Bartlett's Test of hypothesis is an inbuilt statistical measure in Factor analysis. The value of Kaiser-Meyer-Olkin Measure of Sampling Adequacy should be always more than 0.5 and the significance level should be less than 5%.

Table 5.39: KMO and Bartlett's Test of Hypothesis (for factor analysis)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.631
Bartlett's Test of Sphericity – Value of Chi-Square	3187.843
Df	45
Sig	.000

Source: Compiled from the questionnaire

(df – degrees of freedom Sig: Significance Level)

Inference:

It can be seen from the table 5.39 that the significance (0.00) is less than the assumed value (0.05). The value of KMO measure has been observed as 0.631 which was more than 0.5. Based on this KMO measure, it can be revealed that the factor analysis for data summarisation is effective for identifying the components determine Performance Based Rewards and Recognition.

Table 5.39 (a): Communalities determine Performance Based Rewards and Recognition

Item Description	Initial	Extraction
My organisation provides poster recognition for better performance	1.000	0.632
My organisation provides certificate of appreciation as a recognition for better performance	1.000	0.618

My organisation provides invitation to key corporate events as a recognition for better performance	1.000	0.619
My organisation provides gift cards/discount vouchers as a reward for better performance.	1.000	0.553
My organisation provides cash reward for better performance	1.000	0.604
My organisation provides salary increments/grade hikes as a reward for better performance	1.000	0.71
I am motivated to stay with the organisation when rewarded and recognised based on my performance	1.000	0.76
I feel more valued when my efforts are linked to rewards and recognition, which positively influences my decision to stay in the organisation	1.000	0.562
I believe that the fair and transparent performance-based rewards and recognition contributes to employee retention	1.000	0.682
I feel that the performance-based rewards and recognition positively influences my choice to stay in the organisation	1.000	0.647

Source: Compiled by the questionnaire

Communality is the amount of variance a variable share with all the other variables being considered. This is the proportion of variance explained by the common factors

**Table 5.39 (b): Eigen Values explaining the Percentage of Variance determine
Performance Based Rewards and Recognition**

Item Description	Eigenvalues	% of Variance
My organisation provides poster recognition for better performance	2.445	24.451
My organisation provides certificate of appreciation as a recognition for better performance	2.04	20.403

My organisation provides invitation to key corporate events as a recognition for better performance	1.574	15.736
My organisation provides gift cards/discount vouchers as a reward for better performance.	1.158	11.576
My organisation provides cash reward for better performance	0.906	9.06
My organisation provides salary increments/grade hikes as a reward for better performance	0.561	5.614
I am motivated to stay with the organisation when rewarded and recognised based on my performance	0.504	5.041
I feel more valued when my efforts are linked to rewards and recognition, which positively influences my decision to stay in the organisation	0.368	3.68
I believe that the fair and transparent performance-based rewards and recognition contributes to employee retention	0.259	2.586
I feel that the performance-based rewards and recognition positively influences my choice to stay in the organisation	0.185	1.854

Source: Compiled by the questionnaire

Eigenvalues represents the total variance explained by each factor.

**Table 5.39 (c): Rotated Component Matrix (for deciding the number of factors)
determine Performance Based Rewards and Recognition**

Item Description	Components	
	1	2
My organisation provides poster recognition for better performance	0.788	
My organisation provides certificate of appreciation as a recognition for better performance	0.744	

My organisation provides invitation to key corporate events as a recognition for better performance	0.759	
My organisation provides gift cards/discount vouchers as a reward for better performance.	0.741	
My organisation provides cash reward for better performance	0.797	
My organisation provides salary increments/grade hikes as a reward for better performance		0.84
I am motivated to stay with the organisation when rewarded and recognised based on my performance		0.821
I feel more valued when my efforts are linked to rewards and recognition, which positively influences my decision to stay in the organisation		0.75
I believe that the fair and transparent performance-based rewards and recognition contributes to employee retention		0.778
I feel that the performance-based rewards and recognition positively influences my choice to stay in the organisation		0.792

Source: Compiled by the questionnaire

Inference:

From the Table 5.39 (c) of Rotated Component Matrix determine Performance Based Rewards and Recognition, it can be seen that the two factors can be classified as follows:

Factor 1:

- My organisation provides cash reward for better performance.
- My organisation provides poster recognition for better performance.

- My organisation provides invitation to key corporate events as a recognition for better performance.
- My organisation provides certificate of appreciation as a recognition for better performance.
- My organisation provides gift cards/discount vouchers as a reward for better performance.

Factor 2

- My organisation provides salary increments/grade hikes as a reward for better performance.
- I am motivated to stay with the organisation when rewarded and recognised based on my performance.
- I feel that the performance-based rewards and recognition positively influences my choice to stay in the organisation.
- I believe that the fair and transparent performance-based rewards and recognition contributes to employee retention.
- I feel more valued when my efforts are linked to rewards and recognition, which positively influences my decision to stay in the organisation.

The factors are renamed determine Performance Based Rewards and Recognition as follows:

Factor 1 – Cash Reward Factors

Factor 2 – Salary Increments/Grade Hike Factors

From the Factor analysis it states that Cash Reward Factors and Salary Increments/Grade Hike Factors are highly significant in contributing to determine Performance Based Rewards and Recognition.

5.7.3 Factor Analysis for Cross functional Job Rotation

Factor Analysis has been used to classify the components for Cross functional Job Rotation. By using Factor Analysis, we can summarise the components for Cross functional Job Rotation.

KMO and Bartlett's Test of hypothesis for Cross functional Job Rotation

KMO and Bartlett's Test of hypothesis is an inbuilt statistical measure in Factor analysis. The value of Kaiser-Meyer-Olkin Measure of Sampling Adequacy should be always more than 0.5 and the significance level should be less than 5%.

Table 5.40: KMO and Bartlett's Test of Hypothesis (for factor analysis)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.655
Bartlett's Test of Sphericity – Value of Chi-Square	2269.37
Df	36
Sig	.000

Source: Compiled from the questionnaire

(df – degrees of freedom Sig: Significance Level)

Inference:

It can be seen from the table 5.40 that the significance (0.00) is less than the assumed value (0.05). The value of KMO measure has been observed as 0.655 which was more than 0.5. Based on this KMO measure, it can be revealed that the factor analysis for data summarisation is effective for Cross functional Job Rotation.

Table 5.40 (a): Communalities for Cross functional Job Rotation

Item Description	Initial	Extraction
I feel adoption of cross functional job rotation leads to better peer/colleagues relationship	1.000	0.717
I feel adoption of cross functional job rotation leads to increase in recognition	1.000	0.699
I feel adoption of cross functional job rotation leads to higher compensation/incentives	1.000	0.705
I feel adoption of cross functional job rotation leads to increase in job security	1.000	0.733

I feel exposure to different roles and responsibilities encourages me to stay with the organisation	1.000	0.684
I am more likely to remain with the organisation if I can explore different areas of the organisation	1.000	0.601
I feel that cross functional job rotation leads to increased engagement and excitement, encouraging me to stay with the organisation	1.000	0.608
I feel more committed to my organisation because it provides diverse career experiences through cross functional job rotation	1.000	0.603
I feel more committed to the organisation post cross functional job rotation, as it promotes knowledge sharing and collaboration across departments	1.000	0.634

Source: Compiled by the questionnaire

Communality is the amount of variance a variable share with all the other variables being considered. This is the proportion of variance explained by the common factors

Table 5.40 (b): Eigen Values explaining the Percentage of Variance for Cross functional Job Rotation

Item Description	Eigenvalues	% of Variance
I feel adoption of cross functional job rotation leads to better peer/colleagues relationship	2.382	26.466
I feel adoption of cross functional job rotation leads to increase in recognition	1.869	20.764
I feel adoption of cross functional job rotation leads to higher compensation/incentives	1.73	19.227

I feel adoption of cross functional job rotation leads to increase in job security	0.704	7.824
I feel exposure to different roles and responsibilities encourages me to stay with the organisation	0.632	7.022
I am more likely to remain with the organisation if I can explore different areas of the organisation	0.51	5.672
I feel that cross functional job rotation leads to increased engagement and excitement, encouraging me to stay with the organisation	0.436	4.84
I feel more committed to my organisation because it provides diverse career experiences through cross functional job rotation	0.386	4.289
I feel more committed to the organisation post cross functional job rotation, as it promotes knowledge sharing and collaboration across departments	0.351	3.897

Source: Compiled by the questionnaire

Eigenvalues represents the total variance explained by each factor.

**Table 5.40 (c): Rotated Component Matrix (for deciding the number of factors)
for Cross functional Job Rotation**

Item Description	Components	
	1	2
I feel adoption of cross functional job rotation leads to better peer/colleagues relationship	0.811	
I feel adoption of cross functional job rotation leads to increase in recognition	0.787	
I feel adoption of cross functional job rotation leads to higher compensation/incentives	0.757	

I feel adoption of cross functional job rotation leads to increase in job security	0.735	
I feel exposure to different roles and responsibilities encourages me to stay with the organisation	0.733	
I am more likely to remain with the organisation if I can explore different areas of the organisation		0.738
I feel that cross functional job rotation leads to increased engagement and excitement, encouraging me to stay with the organisation		0.727
I feel more committed to my organisation because it provides diverse career experiences through cross functional job rotation		0.755
I feel more committed to the organisation post cross functional job rotation, as it promotes knowledge sharing and collaboration across departments		0.747

Source: Compiled by the questionnaire

Inference:

From the Table 5.40 (c) of Rotated Component Matrix for Cross functional Job Rotation, it can be seen that the two factors can be classified as follows:

Factor 1:

- I feel adoption of cross functional job rotation leads to better peer/colleagues relationship.
- I feel adoption of cross functional job rotation leads to increase in recognition.
- I feel adoption of cross functional job rotation leads to higher compensation/incentives.
- I feel adoption of cross functional job rotation leads to increase in job security.

- I feel exposure to different roles and responsibilities encourages me to stay with the organisation.

Factor 2

- I feel more committed to my organisation because it provides diverse career experiences through cross functional job rotation.
- I feel more committed to the organisation post cross functional job rotation, as it promotes knowledge sharing and collaboration across departments.
- I am more likely to remain with the organisation if I can explore different areas of the organisation.
- I feel that cross functional job rotation leads to increased engagement and excitement, encouraging me to stay with the organisation.

The factors are renamed for Cross functional Job Rotation as follows:

Factor 1 – Job Rotation Factors

Factor 2 – Career Experiences Factors

From the Factor analysis it states that Job Rotation Factors and Career Experiences Factors are highly significant in contributing for Cross functional Job Rotation.

5.7.4 Factor Analysis for Flexible Working Hours Policy

Factor Analysis has been used to classify the components for Flexible working hours policy. By using Factor Analysis, we can summarise the components for Flexible working hours policy.

KMO and Bartlett's Test of hypothesis for Flexible Working Hours Policy

KMO and Bartlett's Test of hypothesis is an inbuilt statistical measure in Factor analysis. The value of Kaiser-Meyer-Olkin Measure of Sampling Adequacy should be always more than 0.5 and the significance level should be less than 5%.

Table 5.41: KMO and Bartlett's Test of Hypothesis (for factor analysis)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.696
Bartlett's Test of Sphericity – Value of Chi-Square	1742.331
Df	36
Sig	.000

Source: Compiled from the questionnaire

(df – degrees of freedom Sig: Significance Level)

Inference:

It can be seen from the table 5.41 that the significance (0.00) is less than the assumed value (0.05). The value of KMO measure has been observed as 0.696 which was more than 0.5. Based on this KMO measure, it can be revealed that the factor analysis for data summarisation is effective for identifying the components for Flexible working hours policy.

Table 5.41(a): Communalities for Flexible Working Hours Policy

Item Description	Initial	Extraction
I feel that flexible working hours are beneficial because I face less traffic and reduced worries about safety during travel	1.000	0.614
I feel flexible working hours are beneficial because I can manage daily chores effectively	1.000	0.541
I feel flexible working hours are beneficial because I have time for family & friends	1.000	0.631
I feel flexible working hours are beneficial because I can pursue higher education	1.000	0.581
I feel flexible working hours are beneficial because I can complete banking/government/ medical tasks	1.000	0.663
I value the freedom to adjust my work hours according to my personal needs and preferences, enhancing my willingness to stay	1.000	0.704
I think flexible work hours contribute to a better work-life balance, increasing my willingness to stay	1.000	0.654
I feel that flexibility in work hours positively enhances my willingness to stay	1.000	0.662
I feel flexible working hour policy demonstrates the organisation's commitment to my wellbeing, enhancing my willingness to stay	1.000	0.601

Source: Compiled by the questionnaire

Communality is the amount of variance a variable share with all the other variables being considered. This is the proportion of variance explained by the common factors

Table 5.41 (b): Eigen Values explaining the Percentage of Variance for Flexible Working Hours Policy

Item Description	Eigenvalues	% of Variance
I feel that flexible working hours are beneficial because I face less traffic and reduced worries about safety during travel	2.291	25.453
I feel flexible working hours are beneficial because I can manage daily chores effectively	1.91	21.223
I feel flexible working hours are beneficial because I have time for family & friends	1.256	13.955
I feel flexible working hours are beneficial because I can pursue higher education	1.09	12.114
I feel flexible working hours are beneficial because I can complete banking/government/ medical tasks	0.894	9.937
I value the freedom to adjust my work hours according to my personal needs and preferences, enhancing my willingness to stay	0.739	8.211
I think flexible work hours contribute to a better work-life balance, increasing my willingness to stay	0.529	5.879
I feel that flexibility in work hours positively enhances my willingness to stay	0.291	3.229
I feel flexible working hour policy demonstrates the organisation's commitment to my wellbeing, enhancing my willingness to stay	0.101	1.104

Source: Compiled by the questionnaire

Eigenvalues represents the total variance explained by each factor.

**Table 5.41 (c): Rotated Component Matrix (for deciding the number of factors)
for Flexible Working Hours Policy**

Item Description	Components	
	1	2
I feel that flexible working hours are beneficial because I face less traffic and reduced worries about safety during travel	0.756	
I feel flexible working hours are beneficial because I can manage daily chores effectively	0.765	
I feel flexible working hours are beneficial because I have time for family & friends	0.744	
I feel flexible working hours are beneficial because I can pursue higher education	0.784	
I feel flexible working hours are beneficial because I can complete banking/government/medical tasks	0.792	
I value the freedom to adjust my work hours according to my personal needs and preferences, enhancing my willingness to stay		0.807
I think flexible work hours contribute to a better work-life balance, increasing my willingness to stay		0.817
I feel that flexibility in work hours positively enhances my willingness to stay		0.775
I feel flexible working hour policy demonstrates the organisation's commitment to my wellbeing, enhancing my willingness to stay		0.766

Source: Compiled by the questionnaire

Inference:

From the Table 5.41 (c) of Rotated Component Matrix for Flexible working hours policy, it can be seen that the two factors can be classified as follows:

Factor 1:

- I feel flexible working hours are beneficial because I can complete banking/government/ medical tasks.
- I feel flexible working hours are beneficial because I can pursue higher education.
- I feel flexible working hours are beneficial because I can manage daily chores effectively.
- I feel that flexible working hours are beneficial because I face less traffic and reduced worries about safety during travel.
- I feel flexible working hours are beneficial because I have time for family & friends.

Factor 2

- I think flexible work hours contribute to a better work-life balance, increasing my willingness to stay.
- I value the freedom to adjust my work hours according to my personal needs and preferences, enhancing my willingness to stay.
- I feel that flexibility in work hours positively enhances my willingness to stay.
- I feel flexible working hour policy demonstrates the organisation's commitment to my wellbeing, enhancing my willingness to stay

The factors are renamed for Flexible working hours policy as follows:

Factor 1 – Banking/Government/ Medical Tasks Factors

Factor 2 – Work-Life Balance Factors

From the Factor analysis it states that Banking/Government/ Medical Tasks Factors and Work-Life Balance Factors are highly significant in contributing for Flexible working hours policy.

5.7.5 Factor Analysis for Higher Education

Factor Analysis has been used to classify the components for Higher education. By using Factor Analysis, we can summarise the components for Higher education.

KMO and Bartlett's Test of hypothesis for Higher Education

KMO and Bartlett's Test of hypothesis is an inbuilt statistical measure in Factor analysis. The value of Kaiser-Meyer-Olkin Measure of Sampling Adequacy should be always more than 0.5 and the significance level should be less than 5%.

Table 5.42: KMO and Bartlett's Test of Hypothesis (for factor analysis)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.715
Bartlett's Test of Sphericity – Value of Chi-Square	3653.089
Df	36
Sig	.000

Source: Compiled from the questionnaire

(df – degrees of freedom Sig: Significance Level)

Inference:

It can be seen from the table 5.42 that the significance (0.00) is less than the assumed value (0.05). The value of KMO measure has been observed as 0.715 which was more than 0.5. Based on this KMO measure, it can be revealed that the factor analysis for data summarisation is effective for identifying the components for Higher education.

Table 5.42 (a): Communalities for Higher Education

Item Description	Initial	Extraction
Tie up with educational institutes	1.000	0.646
Subsidised education loan facility	1.000	0.734
Time flexibility to attend lectures along with the job	1.000	0.7
Reimbursement of fees	1.000	0.686
Leaves for examinations	1.000	0.746
I feel more loyal and committed to the organisation because of the support provided for pursuing higher education	1.000	0.757

I am inspired to stay because of the organisation investing in for pursuing higher education	1.000	0.637
I will stay in the organisation that encourages me to pursue my higher education.I will continue to stay in the organisation that provides opportunities for pursuing higher education	1.000	0.755
I feel more loyal and committed to the organisation because of the support provided for pursuing higher education	1.000	0.665

Source: Compiled by the questionnaire

Communality is the amount of variance a variable share with all the other variables being considered. This is the proportion of variance explained by the common factors

Table 5.42 (b): Eigen Values explaining the Percentage of Variance for Higher Education

Item Description	Eigenvalues	% of Variance
Tie up with educational institutes	2.948	32.755
Subsidised education loan facility	2.479	27.542
Time flexibility to attend lectures along with the job	1.065	11.839
Reimbursement of fees	0.635	7.059
Leaves for examinations	0.577	6.409
I feel more loyal and committed to the organisation because of the support provided for pursuing higher education	0.485	5.385

I am inspired to stay because of the organisation investing in for pursuing higher education	0.33	3.672
I will stay in the organisation that encourages me to pursue my higher education. I will continue to stay in the organisation that provides opportunities for pursuing higher education	0.275	3.051
I feel more loyal and committed to the organisation because of the support provided for pursuing higher education	0.206	2.287

Source: Compiled by the questionnaire

Eigenvalues represents the total variance explained by each factor.

**Table 5.42 (c): Rotated Component Matrix (for deciding the number of factors)
for Higher Education**

Item Description	Components	
	1	2
Tie up with educational institutes	0.767	
Subsidised education loan facility	0.807	
Time flexibility to attend lectures along with the job	0.821	
Reimbursement of fees	0.775	
Leaves for examinations		0.804
I feel more loyal and committed to the organisation because of the support provided for pursuing higher education		0.816
I am inspired to stay because of the organisation investing in for pursuing higher education		0.777
I will stay in the organisation that encourages me to pursue my higher education. I will		0.802

continue to stay in the organisation that provides opportunities for pursuing higher education		
I feel more loyal and committed to the organisation because of the support provided for pursuing higher education		0.796

Source: Compiled by the questionnaire

Inference:

From the Table 5.42 (c) of Rotated Component Matrix for Higher education, it can be seen that the two factors can be classified as follows:

Factor 1:

- Time flexibility to attend lectures along with the job.
- Subsidised education loan facility.
- Reimbursement of fees.
- Tie up with educational institutes.

Factor 2

- I feel more loyal and committed to the organisation because of the support provided for pursuing higher education.
- Leaves for examinations.
- I will stay in the organisation that encourages me to pursue my higher education. I will continue to stay in the organisation that provides opportunities for pursuing higher education.
- I feel more loyal and committed to the organisation organisation because of the support provided for pursuing higher education.
- I am inspired to stay because of the organisation investing in for pursuing higher education.

The factors are renamed for Higher Education factors:

Factor 1 – Time flexibility Factors

Factor 2 – Loyal Factors

From the Factor analysis it states that Time flexibility Factors and Loyal Factors are highly significant in contributing for Higher education.

5.7.6 Factor Analysis for Employee Retention

Factor Analysis has been used to classify the components for Employee Retention. By using Factor Analysis, we can summarise the components for Employee Retention.

KMO and Bartlett's Test of hypothesis for Employee Retention

KMO and Bartlett's Test of hypothesis is an inbuilt statistical measure in Factor analysis. The value of Kaiser-Meyer-Olkin Measure of Sampling Adequacy should be always more than 0.5 and the significance level should be less than 5%.

Table 5.43: KMO and Bartlett's Test of Hypothesis (for factor analysis)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.638
Bartlett's Test of Sphericity – Value of Chi-Square	1707.137
Df	15
Sig	.000

Source: Compiled from the questionnaire

(df – degrees of freedom Sig: Significance Level)

Inference:

It can be seen from the table 5.43 that the significance (0.00) is less than the assumed value (0.05). The value of KMO measure has been observed as 0.638 which was more than 0.5. Based on this KMO measure, it can be revealed that the factor analysis for data summarisation is effective for identifying the components for Employee Retention.

Table 5.43 (a): Communalities for Employee Retention

Item Description	Initial	Extraction
I think training and development leads to an increase in coordination between employees leading to retention	1.000	0.735

I want to continue working in the organisation if performance-based rewards and recognition are provided	1.000	0.749
I believe cross functional job rotation reduces the work monotony and encourages me to continue working	1.000	0.634
I feel satisfied and will continue to work if my organisation adopts flexible working hours policy	1.000	0.731
I am willing to continue working if provided with an opportunity for pursuing higher education by the organisation	1.000	0.601
My decision to stay in the organisation is dependent on the implementation of the above facilities by the organisation	1.000	0.714

Source: Compiled by the questionnaire

Communality is the amount of variance a variable share with all the other variables being considered. This is the proportion of variance explained by the common factors

Table 5.43 (b): Eigen Values explaining the Percentage of Variance for Employee Retention

Item Description	Eigenvalues	% of Variance
I think training and development leads to an increase in coordination between employees leading to retention	2.106	35.094
I want to continue working in the organisation if performance-based rewards and recognition are provided	1.663	27.721

I believe cross functional job rotation reduces the work monotony and encourages me to continue working	1.068	17.806
I feel satisfied and will continue to work if my organisation adopts flexible working hours policy	0.581	9.686
I am willing to continue working if provided with an opportunity for pursuing higher education by the organisation	0.324	5.407
My decision to stay in the organisation is dependent on the implementation of the above facilities by the organisation	0.257	4.286

Source: Compiled by the questionnaire

Eigenvalues represents the total variance explained by each factor.

Table 5.43 (c): Rotated Component Matrix (for deciding the number of factors) for Employee Retention

Item Description	Components	
	1	2
I think training and development leads to an increase in coordination between employees leading to retention	0.811	
I want to continue working in the organisation if performance-based rewards and recognition are provided	0.765	
I believe cross functional job rotation reduces the work monotony and encourages me to continue working	0.774	
I feel satisfied and will continue to work if my organisation adopts flexible working hours policy		0.813

I am willing to continue working if provided with an opportunity for pursuing higher education by the organisation		0.773
My decision to stay in the organisation is dependent on the implementation of the above facilities by the organisation		0.801

Source: Compiled by the questionnaire

Inference:

From the Table 5.43(c) of Rotated Component Matrix for Employee Retention, it can be seen that the two factors can be classified as follows:

Factor 1:

- I think training and development leads to an increase in coordination between employees leading to retention.
- I believe cross functional job rotation reduces the work monotony and encourages me to continue working.
- I want to continue working in the organisation if performance-based rewards and recognition are provided.

Factor 2

- I feel satisfied and will continue to work if my organisation adopts flexible working hours policy.
- My decision to stay in the organisation is dependent on the implementation of the above facilities by the organisation.
- I am willing to continue working if provided with an opportunity for pursuing higher education by the organisation.

The factors are renamed for Employee Retention:

Factor 1 – Coordination Factors

Factor 2 – Flexible Working Hours Factors

From the Factor analysis it states that Coordination Factors and Flexible Working Hours are highly significant in contributing to for Employee Retention.

5.7.7 Factor Analysis for Job Motivation

Factor Analysis has been used to classify the components for Job Motivation. By using Factor Analysis, we can summarise the components for Job Motivation.

KMO and Bartlett's Test of hypothesis for Job Motivation

KMO and Bartlett's Test of hypothesis is an inbuilt statistical measure in Factor analysis. The value of Kaiser-Meyer-Olkin Measure of Sampling Adequacy should be always more than 0.5 and the significance level should be less than 5%.

Table 5.44: KMO and Bartlett's Test of Hypothesis (for factor analysis)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.681
Bartlett's Test of Sphericity – Value of Chi-Square	360.34
Df	10
Sig	.000

Source: Compiled from the questionnaire

(df – degrees of freedom Sig: Significance Level)

Inference:

It can be seen from the table 5.44 that the significance (0.00) is less than the assumed value (0.05). The value of KMO measure has been observed as 0.681 which was more than 0.5. Based on this KMO measure, it can be revealed that the factor analysis for data summarisation is effective for identifying the components for Job Motivation.

Table 5.44 (a): Communalities for Job Motivation

Item Description	Initial	Extraction
I am motivated by the rewards and recognition which I receive, that enhances my commitment to stay with the organisation	1.000	0.661

I am driven to stay with the organisation because of the growth opportunities offered to me	1.000	0.69
I feel motivated by the positive workplace culture and values, which strengthens my desire to stay in the organisation	1.000	0.741
I feel motivated by the support given by the peers/colleagues which encourages me to stay in the organisation	1.000	0.633
I feel highly motivated in my current role, which positively influences my decision to stay with the organisation	1.000	0.62

Source: Compiled by the questionnaire

Communality is the amount of variance a variable share with all the other variables being considered. This is the proportion of variance explained by the common factors

Table 5.44 (b): Eigen Values explaining the Percentage of Variance for Job Motivation

Item Description	Eigenvalues	% of Variance
I am motivated by the rewards and recognition which I receive, that enhances my commitment to stay with the organisation	1.563	31.253
I am driven to stay with the organisation because of the growth opportunities offered to me	1.183	23.667
I feel motivated by the positive workplace culture and values, which strengthens my desire to stay in the organisation	0.986	19.715
I feel motivated by the support given by the peers/colleagues which encourages me to stay in the organisation	0.774	15.471

I feel highly motivated in my current role, which positively influences my decision to stay with the organisation	0.495	9.895
---	-------	-------

Source: Compiled by the questionnaire

Eigenvalues represents the total variance explained by each factor.

**Table 5.44 (c): Rotated Component Matrix (for deciding the number of factors)
for Job Motivation**

Item Description	Components	
	1	2
I am motivated by the rewards and recognition which I receive, that enhances my commitment to stay with the organisation	0.809	
I am driven to stay with the organisation because of the growth opportunities offered to me	0.818	
I feel motivated by the positive workplace culture and values, which strengthens my desire to stay in the organisation	0.813	
I feel motivated by the support given by the peers/colleagues which encourages me to stay in the organisation		0.792
I feel highly motivated in my current role, which positively influences my decision to stay with the organisation		0.768

Source: Compiled by the questionnaire

Inference:

From the Table 5.44 (c) of Rotated Component Matrix for Job Motivation, it can be seen that the two factors can be classified as follows:

Factor 1:

- I am driven to stay with the organisation because of the growth opportunities offered to me.

- I feel motivated by the positive workplace culture and values, which strengthens my desire to stay in the organisation.
- I am motivated by the rewards and recognition which I receive, that enhances my commitment to stay with the organisation.

Factor 2

- I feel motivated by the support given by the peers/colleagues which encourages me to stay in the organisation.
- I feel highly motivated in my current role, which positively influences my decision to stay with the organisation.

The factors are renamed for Job Motivation:

Factor 1 – Positive Workplace Culture and Values Factors

Factor 2 – Peers/Colleagues Factors

From the Factor analysis it states that Positive Workplace Culture and Values Factors and Peers/Colleagues Factors are highly significant in contributing to for Job Motivation.

5.7.8 Factor Analysis for Job Satisfaction

Factor Analysis has been used to classify the components for Job Satisfaction. By using Factor Analysis, we can summarise the components for Job Satisfaction.

KMO and Bartlett's Test of hypothesis for Job Satisfaction

KMO and Bartlett's Test of hypothesis is an inbuilt statistical measure in Factor analysis. The value of Kaiser-Meyer-Olkin Measure of Sampling Adequacy should be always more than 0.5 and the significance level should be less than 5%.

Table 5.45: KMO and Bartlett's Test of Hypothesis (for factor analysis)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.655
Bartlett's Test of Sphericity – Value of Chi-Square	936.18
Df	10
Sig	.000

Source: Compiled from the questionnaire

(df – degrees of freedom Sig: Significance Level)

Inference:

It can be seen from the table 5.45 that the significance (0.00) is less than the assumed value (0.05). The value of KMO measure has been observed as 0.655 which was more than 0.5. Based on this KMO measure, it can be revealed that the factor analysis for data summarisation is effective for identifying the components for Job Satisfaction.

Table 5.45 (a): Communalities for Job Satisfaction

Item Description	Initial	Extraction
I feel satisfied since my job is aligned with my personal values and makes me stay with the organisation	1.000	0.556
I am satisfied with the level of recognition and appreciation I receive for my contributions at work	1.000	0.563
I believe my job provides me with opportunities for growth and advancement, enhancing my commitment to the organisation	1.000	0.681
I feel fulfilled and satisfied with the work I do, which makes me to stay with the organisation	1.000	0.765
I feel a sense of satisfaction, pride, and loyalty to the organisation due to its positive workplace culture influencing my decision to stay	1.000	0.779

Source: Compiled by the questionnaire

Communality is the amount of variance a variable share with all the other variables being considered. This is the proportion of variance explained by the common factors

Table 5.45 (b): Eigen Values explaining the Percentage of Variance for Job Satisfaction

Item Description	Eigenvalues	% of Variance
I feel satisfied since my job is aligned with my personal values and makes me stay with the organisation	1.836	36.726
I am satisfied with the level of recognition and appreciation I receive for my contributions at work	1.507	30.143
I believe my job provides me with opportunities for growth and advancement, enhancing my commitment to the organisation	0.724	14.49
I feel fulfilled and satisfied with the work I do, which makes me to stay with the organisation	0.613	12.256
I feel a sense of satisfaction, pride, and loyalty to the organisation due to its positive workplace culture influencing my decision to stay	0.319	6.386

Source: Compiled by the questionnaire

Eigenvalues represents the total variance explained by each factor.

Table 5.45 (c): Rotated Component Matrix (for deciding the number of factors) for Job Satisfaction

Item Description	Components	
	1	2
I feel satisfied since my job is aligned with my personal values and makes me stay with the organisation	0.791	
I am satisfied with the level of recognition and appreciation I receive for my contributions at work	0.798	

I believe my job provides me with opportunities for growth and advancement, enhancing my commitment to the organisation	0.809	
I feel fulfilled and satisfied with the work I do, which makes me to stay with the organisation		0.827
I feel a sense of satisfaction, pride, and loyalty to the organisation due to its positive workplace culture influencing my decision to stay		0.813

Source: Compiled by the questionnaire

Inference:

From the Table 5.45 (c) of Rotated Component Matrix for Job Satisfaction, it can be seen that the two factors can be classified as follows:

Factor 1:

- I believe my job provides me with opportunities for growth and advancement, enhancing my commitment to the organisation.
- I am satisfied with the level of recognition and appreciation I receive for my contributions at work.
- I feel satisfied since my job is aligned with my personal values and makes me stay with the organisation.

Factor 2

- I feel fulfilled and satisfied with the work I do, which makes me to stay with the organisation.
- I feel a sense of satisfaction, pride, and loyalty to the organisation due to its positive workplace culture influencing my decision to stay.

The factors are renamed for Job Satisfaction:

Factor 1 – Growth and Advancement Factors

Factor 2 – Fulfilled Factors

From the Factor analysis it states that Growth and Advancement Factors and Fulfilled Factors are highly significant in contributing to for Job Satisfaction.

Table 5.46: Summary Table of Factor Analysis for Employee Retention in Organised Apparel Retail Sector

Item Description	Factor 1	Factor 2
Training and Development	Job Rotation Factors	Confidence and Communication Factors
Performance Based Rewards and Recognition	Cash Reward Factors	Salary Increments/Grade Hike Factors
Cross functional Job Rotation	Job Rotation Factors	Career Experiences Factors
Flexible working hours policy	Banking/Government/Medical Tasks Factors	Work-Life Balance Factors
Higher education	Time flexibility Factors	Loyal Factors
Employee Retention	Coordination Factors	Flexible Working Hours
Job Motivation	Positive Workplace Culture and Values Factors	Peers/Colleagues Factors
Job Satisfaction	Growth and Advancement Factors	Fulfilled Factors

5.8 Structural Equation Modeling (SEM) for Effectiveness of Strategies Adopted for Employee Retention

Structural Equation Modeling (SEM) is an expansion of the general linear model (GLM) that helps the researcher to test a set of regression equations simultaneously. In SEM, independent variables are called as exogenous variables which are assumed to be measured without error and dependent or mediating variables called as endogenous variables. *endogenous* or *downstream* variables.

SEM users represent relationships among observed and unobserved variables using path diagrams. Ovals or circles represent latent variables, while rectangles or squares represent measured variables. Residuals are always unobserved, so they are represented by ovals or circles. The single arrow in the diagram indicates path and the double arrow indicates covariances among the variables. The model used in SEM is recursive model.

In the diagram shown below, correlations and covariances are represented by bidirectional arrows, which represent relationships without a clearly defined causal direction.

The dependent variable for this study is Employee Retention [ER]

MV is a latent variable which consists of all the moderating variables. The moderating variables [MV] for this study are as follows. The mediating variable for this study are

Job Motivation [JM] and Job Satisfaction [JS]

IV is a latent variable which consists of all the independent variables. The independent variables [IV] or exogenous variables for this study are as follows:

Training and Development [TD], Performance-Based Rewards and Recognition [PB], Cross Functional Job Rotation [CF], Flexible Working Hours Policy [FW] and Higher Education [HE]

The error variances for this study are as follows:

The error variances(e) are necessary for creating the model of the study.

The error variances for Training and Development [TD], Performance-Based Rewards and Recognition [PB], Cross Functional Job Rotation [CF], Flexible Working Hours Policy [FW] and Higher Education [HE] are from e1 to e5.

The error variances of Job Motivation [JM] and Job Satisfaction [JS] are from e6 to e7.

The error variance of the latent variable MV is e8.

The error variance of the latent variable IV is e9.

The error variance of the dependent variable Employee Retention [ER] for this study is e10.

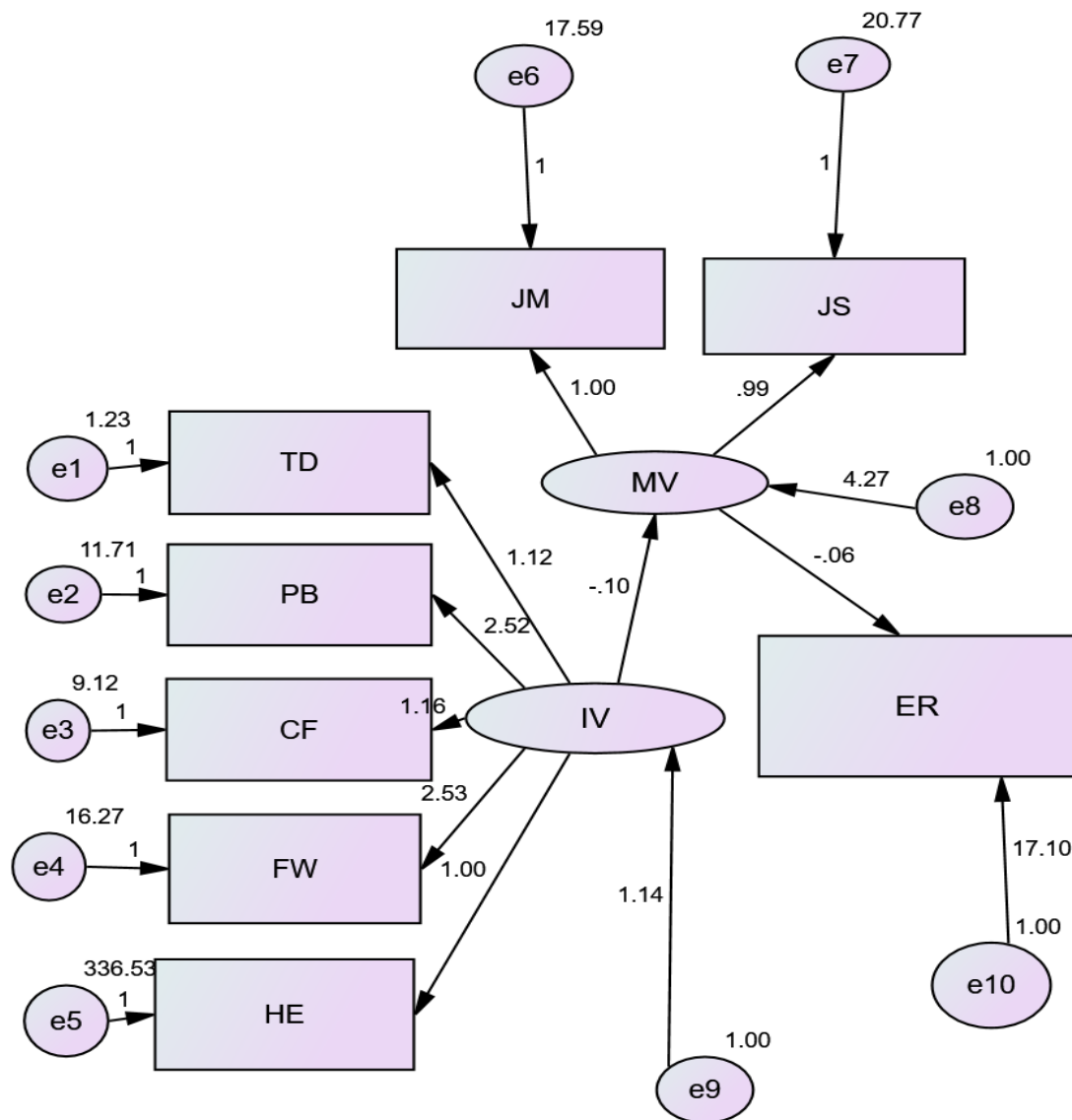


Figure 5.01: UNSTANDARDISED ESTIMATES for Effectiveness of strategies adopted for Employee Retention

Inference for unstandardised estimates for effectiveness of strategies adopted for Employee Retention

The values of unstandardised estimates for Effectiveness of strategies adopted for Employee Retention consist of Training and Development [TD], Performance-Based Rewards and Recognition [PB], Cross Functional Job Rotation [CF], Flexible Working Hours Policy [FW] and Higher Education [HE] as independent variables. Job Motivation [JM] and Job Satisfaction [JS] as moderating variables.

To estimate the influence of Training and Development [TD], Performance-Based Rewards and Recognition [PB], Cross Functional Job Rotation [CF], Flexible Working Hours Policy [FW] and Higher Education [HE] with the moderating effects of Job Motivation [JM] and Job Satisfaction [JS] on Employee Retention [ER], standardised coefficients are taken into consideration.

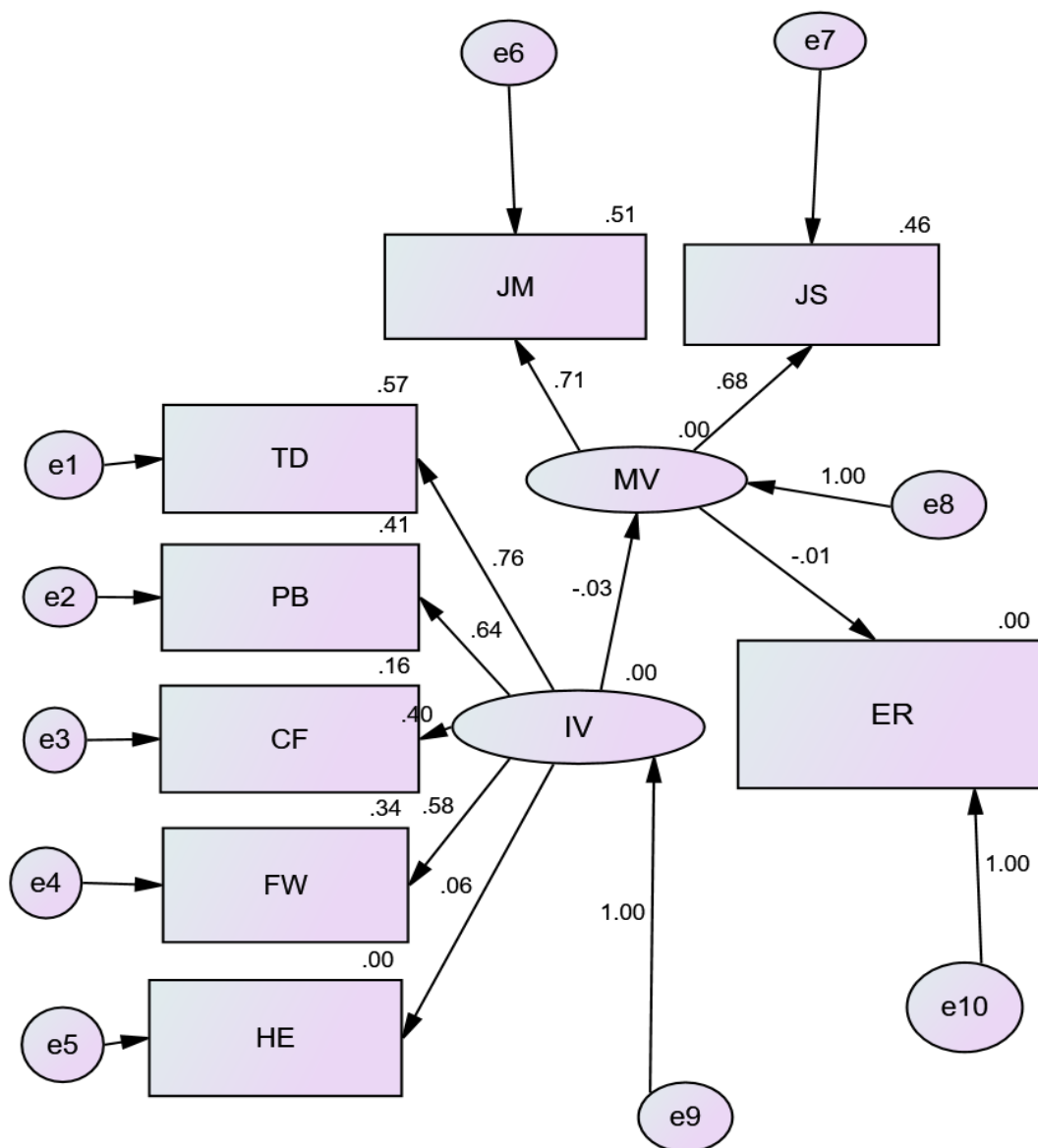


Figure 5.02: STANDARDISED ESTIMATES for Effectiveness of strategies adopted for Employee Retention

Inference for standardised estimates for Effectiveness of strategies adopted for Employee Retention

TD (.76), PB (.64), CF (.40), FW (.58) and HE (.06) are the standardised estimates which indicates Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy and Higher Education respectively.

The highest values of standardised estimates have been observed for TD (.76), PB (.64), FW (.58), CF (.40), and HE (.06). JM (.51) and JS (.46) are the standardised estimates for Job Motivation [JM] and Job Satisfaction [JS]. The highest values of standardised estimates have been observed for JM (.51) and JS (.46).

It can be further revealed from Effectiveness of strategies adopted for Employee Retention as follows:

In the latent variable IV, Training and Development, Performance-Based Rewards and Recognition, Flexible Working Hours Policy and Cross Functional Job Rotation are highly influential followed by Higher Education.

In the latent variable MV, Job Motivation is highly influential followed by Job Satisfaction.

Interpretation for Model Fit estimates for effectiveness of strategies adopted for Employee Retention

1. Absolute model fit

Minimum was achieved

Chi-square = 53.185

Degrees of freedom = 15

Probability level = .000

If the probability level of the is less than 5%, then it can be inferred as the model is fit.

RMSEA (Root Mean Square Error of Approximation)

The value should be 0.05 to 0.08

The achieved value is 0.06 which can be considered as a model fit as it is less than 0.08

Goodness of Fit Index (GFI)

It should be minimum 0.9. The achieved value is .987 which can be considered as a model fit.

2. Incremental fit**Adjusted Goodness-of-Fit Index (AGFI)**

It should be ≥ 0.80 . The achieved value through SEM model is 0.969 which indicates the perfect fit of the model.

Normalised Fit Index (NFI)

It should be > 0.90 . The achieved value through SEM model is 0.951 can also be considered for the model fit

Comparative Fit Index (CFI)

It should be > 0.90 . The achieved value through SEM model is 0.964 which indicates the perfect fit of the model.

Tucker Lewis Index (TLI)

It should be ≥ 0.90 . The achieved value through SEM model is 0.932 which is close to 0.90 indicates the perfect fit of the model.

Incremental Fit Index (IFI)

It should be > 0.90 . The achieved value through SEM model is 0.964 which indicates the perfect fit of the model.

As per the SEM model, any three model fit estimates indicate the utility of the model.

3. Parsimonious fit

- Chi –square/d.f < 5
- d.f stands for degrees of freedom
- $53.185/15 = 3.546$ which indicates the perfect fit of the model

Hence from all the model estimates like Absolute fit, Incremental fit and Parsimonious fit, it can be revealed that SEM model is suitable for predicting the influence of

Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy and Higher Education with the moderating effects of Job Motivation and Job Satisfaction on Employee Retention.

It can be analysed that Effectiveness of strategies adopted for Employee Retention can be summarised as Training and Development as an independent effect and Job Motivation as an moderating effect.

Table 5.47: Summary Table of Hypothesis

Hypothesis Statement	Critical level & Statistical test Used	Inference
Hypothesis 1 Null Hypothesis (H1_o): Training and Development does not have a significant impact on enhanced coordination between employees leading to retention	The critical level or level of significance is set at 5% (0.05) Chi-Square Test Reliability Analysis Multiple Regression Analysis Factor Analysis Structural Equation Modeling [SEM]	If the critical level or level of significance is less than 5% (0.05), null hypothesis is rejected Null hypothesis is rejected Training and Development has a significant impact on enhanced coordination between employees leading to retention
Alternative Hypothesis (H1_A): Training and Development has a significant impact on enhanced coordination between employees leading to retention		
Hypothesis 2 Null Hypothesis (H2_o): Performance-Based Rewards and Recognition	The critical level or level of significance is set at 5% (0.05) Spearman Rank Correlation	If the critical level or level of significance is less than 5% (0.05), null hypothesis is rejected

does not have a positive influence on employee retention	Reliability Analysis Multiple Regression Analysis	Null hypothesis is rejected
Alternative Hypothesis (H2A): Performance-Based Rewards and Recognition has a positive influence on employee retention	Factor Analysis Structural Equation Modeling [SEM]	Performance-Based Rewards and Recognition has a positive influence on employee retention
Hypothesis 3 Null Hypothesis (H3o): Cross Functional Job Rotation does not reduce the work monotony and does not have a positive relationship for retaining employees	The critical level or level of significance is set at 5% (0.05) Chi-Square Test Reliability Analysis Multiple Regression Analysis	If the critical level or level of significance is less than 5% (0.05), null hypothesis is rejected Null hypothesis is rejected
Alternative Hypothesis (H3A): Cross Functional Job Rotation reduces work monotony and has a positive relationship with retaining employees	Factor Analysis Structural Equation Modeling [SEM]	Cross Functional Job Rotation reduces work monotony and has a positive relationship with retaining employees
Hypothesis 4 Null Hypothesis (H4o): Flexible Working Hours Policy does not enhance the overall job satisfaction among employees in the organisation and does not lead to employee retention	The critical level or level of significance is set at 5% (0.05) Chi-Square Test Reliability Analysis Multiple Regression Analysis Factor Analysis	If the critical level or level of significance is less than 5% (0.05), null hypothesis is rejected Null hypothesis is rejected Flexible Working Hours Policy enhances

Alternative Hypothesis (H4_A): Flexible Working Hours Policy enhances the overall job satisfaction among employees in the organisation and leads to employee retention	Structural Equation Modeling [SEM]	the overall job satisfaction among employees in the organisation and leads to employee retention
Hypothesis 5 Null Hypothesis (H5_o): Organisations encouraging employees to pursue Higher Education do not have a positive impact on retention	The critical level or level of significance is set at 5% (0.05) Spearman Rank Correlation Reliability Analysis Multiple Regression Analysis Factor Analysis	If the critical level or level of significance is less than 5% (0.05), null hypothesis is rejected Null hypothesis is rejected Organisations encouraging employees to pursue Higher Education has a positive impact on retention
Alternative Hypothesis (H5_A): <i>Organisations encouraging employees to pursue Higher Education has a positive impact on retention</i>	Structural Equation Modeling [SEM]	Higher Education has a positive impact on retention
Hypothesis 6 Null Hypothesis (H6_o): Job Motivation does not moderate the influence of employee retention strategies (Training and Development, Performance	The critical level or level of significance is set at 5% (0.05) Spearman Rank Correlation Reliability Analysis	If the critical level or level of significance is less than 5% (0.05), null hypothesis is rejected Null hypothesis is rejected

Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, and Higher Education) on employee retention in the organised apparel retail sector	Multiple Regression Analysis Factor Analysis Structural Equation Modeling [SEM]	Job Motivation moderates the influence of employee retention strategies (Training and Development, Performance Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, and Higher Education) on employee retention in the organised apparel retail sector
Alternative Hypothesis (H6A): Job Motivation moderates the influence of employee retention strategies (Training and Development, Performance Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, and Higher Education) on employee retention in the organised apparel retail sector		
Hypothesis 7 Null Hypothesis (H7o): Job Satisfaction does not moderate the influence of employee retention strategies (Training and Development, Performance Based Rewards and	The critical level or level of significance is set at 5% (0.05) Spearman Rank Correlation Reliability Analysis	If the critical level or level of significance is less than 5% (0.05), null hypothesis is rejected Null hypothesis is rejected

Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, and Higher Education) on employee retention in the organised apparel retail sector	Multiple Regression Analysis Factor Analysis Structural Equation Modeling [SEM]	Job Satisfaction moderates the influence of employee retention strategies (Training and Development, Performance Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, and Higher Education) on employee retention in the organised apparel retail sector.
Alternative Hypothesis (H7A): Job Satisfaction moderates the influence of employee retention strategies (Training and Development, Performance Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, and Higher Education) on employee retention in the organised apparel retail sector.		

Chapter 6

Findings

Chapter 6: Findings

6.1 Introduction

The current study focused on employees in the organised apparel retail sector which included both male and female employees working in this sector, with minimum 12th std passing as educational qualification and three years of experience in the organised apparel retail sector.

The research depicted that out of 1004 respondents, 305(30.38%) of the respondents have been working in the current organisation for Less than 12 months, 349(34.76%) as Between 1–2 years and 350(34.86%) as More than 2 years. It shows that majority of the respondents have been working in the current organisation for More than 2 years.

The study investigates the factors influencing employee retention through data collected from 1,004 respondents. The analysis spans multiple dimensions, such as tenure, training and development, performance-based rewards and recognition, cross functional job rotation, flexible working hours policy, higher education, and job motivational and job satisfaction factors, supported by statistical and factor analyses.

6.2 Elaboration of the Findings

1. Employee Tenure

The employee tenure data revealed that 34.86% of respondents had been with their organisation for more than two years, and another 34.76% had worked between 1–2 years. The remaining 30.38% had been employed for less than a year. While the majority's tenure beyond a year reflects stable retention efforts, the notable proportion of employees with under a year of service suggests challenges in integrating and engaging newer employees.

These insights call for targeted onboarding and early engagement strategies.

2. Training and Development

Training programs emerged as a pivotal employee retention strategy, but their accessibility was limited. A majority (56.67%) of respondents reported attending fewer than five training programs since joining. The study found that interactive and

collaborative activities like management games, role plays, and team-building sessions were highly impactful, enhancing coordination among peers and reducing stress. Additionally, these training and development efforts fostered workplace engagement and improved job satisfaction.

However, the lack of frequent or diverse training and development opportunities indicated an area for improvement, with organisations encouraged to expand developmental offerings tailored as per the employee needs.

3. Performance-Based Rewards and Recognition

Performance-based rewards and recognition were widely acknowledged (96.51%) across organisations, yet only 48.21% of respondents expressed satisfaction with them. Employees placed value on tangible rewards like salary increments, certificates of appreciation, and recognition at events. These factors positively influenced employee retention by instilling a sense of fairness and acknowledgment. The dissatisfaction, however, highlights a gap in the alignment between employee expectations and the rewards provided.

Transparent and consistent reward and recognition mechanisms are critical to addressing this disconnect and enhancing motivation.

4. Cross-Functional Job Rotation

Cross-functional job rotation was implemented by 94.22% of respondents' organisations, with mixed results. While the practice increased employee engagement, career exposure, and coordination, only 43.13% of employees recognised its direct benefits, while 51.29% perceived no advantage. The study emphasised the need for better communication about the purpose and long-term benefits of cross functional job rotation programs to maximise their perceived value.

Effective design and execution of such initiatives could further reduce monotony and foster professional growth, thereby enhancing employee retention.

5. Flexible Working Hours Policy

Flexible working hours policy emerged as a significant driver of employee retention, with 50.90% of respondents indicating their availability. Employees valued flexibility

primarily during weekdays (62.55%), as it allowed them to manage personal tasks, reduce commuting stress, and spend quality time with family and friends. Flexible work policies demonstrated the organisation's commitment to employee well-being, which positively influenced loyalty and job satisfaction.

Enhancing the scope and communication of such policies could further strengthen retention efforts.

6. Support for Higher Education

Support for pursuing higher education was lacking, with 53.19% of respondents indicating that their organisations did not encourage or provide resources for educational advancement. Among those who received support, factors like fee reimbursement, subsidised loans, and time flexibility were identified as key motivators for loyalty. Notably, 39.04% of respondents were not sure about the role of higher education in their career growth, highlighting a potential gap in awareness.

By positioning themselves as long-term career partners and offering structured educational support, organisations could inspire greater commitment.

7. Job Motivation and Job Satisfaction

The study underscored the moderating roles of job motivation and job satisfaction in employee retention. Employees were driven by growth opportunities with a WAM of 4.07, a positive workplace culture with a WAM of 3.79, and rewards for their efforts. Job satisfaction stemmed from alignment with personal values with a WAM of 3.72, pride in their workplace culture, and recognition. Together, these factors enhanced the effectiveness of retention strategies, reducing the likelihood of turnover.

8. Insights from Statistical and Factor Analyses

Statistical validation, including Chi-Square and Spearman Correlation tests, confirmed the significant positive influence of training and development, performance-based rewards and recognition, cross functional job rotation, flexible working hours policy, and higher education on employee retention.

Factor analysis categorised these variables into actionable components:

- a. Training and Development: Split into "Job Rotation Factors" (e.g., coordination) and "Confidence and Communication Factors."
- b. Performance-based Rewards and Recognition: Divided into "Cash Rewards" and "Salary Increments."
- c. Cross Functional Job Rotation: Highlighted "Job Rotation" and "Career Experience."
- d. Flexible Working Hours Policy: Focused on "Work-Life Balance" and "Administrative Convenience."
- e. Higher Education: Emphasised "Time Flexibility" and "Loyalty."

These insights provide a roadmap for organisations to design multifaceted strategies tailored to their workforce.

The findings demonstrate that employee retention is influenced by a synergy of factors, including professional development, fair performance-based rewards and recognition, workplace flexibility, and growth opportunities. While many existing strategies have proven effective, gaps remain in their design, communication, and implementation. Organisations must address these gaps by enhancing training and development accessibility, aligning performance-based rewards and recognition with expectations, and expanding supportive policies for education and flexibility.

By doing so, organisations in the organised apparel retail sector can cultivate a more committed and engaged workforce, ultimately reducing turnover and fostering long-term loyalty. The research depicted that out of 1004 respondents, 569(56.67%) of the respondents attended number of Training Programs since their joining as Less than 5, 232(23.11%) as 6-10, 140(13.94%) as 11-15 and 63(6.27%) as More than 15. It shows the majority of the respondents attended number of Training Programs since their joining as Less than 5.

The research depicted that out of 1004 respondents, 35(3.49%) of the respondents stated that their organisation have a performance-based rewards and recognition program as No and 969(96.51%) as Yes. It shows that majority of the respondents state that their organisation have a performance-based rewards and recognition program as Yes.

The research indicated that out of 1004 respondents, 520(51.79%) of the respondents stated that they are not satisfied with the performance-based rewards and recognition program, and 484(48.21%) stated as Yes, indicating they are satisfied with the performance-based rewards and recognition program. It shows that the majority of the respondents are not satisfied with the performance-based rewards and recognition program.

The research indicated that out of 1004 respondents, 58(5.78%) of the respondents stated about undertaking cross functional job rotation in the current/past organisation as No and 946(94.22%) as Yes. It shows that the majority of the respondents opinion about undertaking cross functional job rotation in the current/past organisation as Yes.

The research indicated that out of 1004 respondents, 515(51.29%) of the respondents opinion about benefits from cross functional job rotation in your current/past role as No, 433(43.13%) as Yes and Not Sure as 56(5.53%). It shows the majority of the respondents opinion about benefits from cross functional job rotation in your current/past role as No.

The research indicated that out of 1004 respondents, 493(49.10%) of the respondents opinion about organisation provide them with a flexible working hours policy as No and 511(50.90%) as Yes. It shows the majority of the respondents opinion about organisation provide them with a flexible working hours policy as Yes.

The research indicated that out of 1004 respondents, 628(62.55%) of the respondents opinion about avail the benefit of flexible working hours as During Weekdays, 131(13.05%) as During Weekends, 140(13.94%) as Both and 105(10.46%) as Not

Applicable. It shows the majority of the respondents opinion to avail the benefit of flexible working hours as During Weekdays.

The research indicated that out of 1004 respondents, 534(53.19%) of the respondents opinion about organisation encourage or provide support for pursuing higher education as No and 470(46.81%) as Yes. It shows the majority of the respondents opinion about organisation encourage or provide support for pursuing higher education as No.

The research indicated that out of 1004 respondents, 311(30.98%) of the respondents opinion about pursuing higher education helps you grow in the current work profile as No, 301(29.98%) as Yes and as 392(39.04%) as Not Sure. It shows the majority of the respondents opinion about pursuing higher education helps you grow in the current work profile as Not Sure.

6.3 Weighted Average Mean

1) Training & Development

The highest weighted average mean has been observed for I feel management games have enhanced coordination among my peers/colleagues as 3.92, I feel job rotation has enhanced coordination among my peers/colleagues as 3.9 and I feel managerial training has enhanced coordination among my peers/colleagues as 3.83.

From the above weighted average mean, Training & Development can be summarised as I feel management games have enhanced coordination among my peers/colleagues, I feel job rotation has enhanced coordination among my peers/colleagues and I feel managerial training has enhanced coordination among my peers/colleagues.

2) Performance Based Rewards and Recognition

The highest weighted average mean has been observed for My organisation provides salary increments/grade hikes as a reward for better performance as 4.01, My organisation provides certificate of appreciation as a recognition for better performance as 3.82 and I am motivated to stay with the organisation when rewarded and recognised based on my performance as 3.76.

From the above weighted average mean, Performance Based Rewards and Recognition can be summarised as My organisation provides salary increments/grade hikes as a reward for better performance, My organisation provides certificate of appreciation as a recognition for better performance, and I am motivated to stay with the organisation when rewarded and recognised based on my performance.

3) Cross Functional Job Rotation

The highest weighted average mean have been observed for I feel more committed to my organisation because it provides diverse career experiences through cross functional job rotation as 3.86, I feel exposure to different roles and responsibilities encourages me to stay with the organisation as 3.82 and I feel that cross functional job rotation leads to increased engagement and excitement, encouraging me to stay with the organisation as 3.78.

From the above weighted average mean, Cross Functional Job Rotation can be summarised as I feel more committed to my organisation because it provides diverse career experiences through cross functional job rotation, I feel exposure to different roles and responsibilities encourages me to stay with the organisation and I feel that cross functional job rotation leads to increased engagement and excitement, encouraging me to stay with the organisation.

4) Flexible Working Hours Policy

The highest weighted average mean has been observed for I feel flexible working hours are beneficial because I have time for family & friends as 3.86, I feel flexible working hour policy demonstrates the organisation's commitment to my wellbeing, enhancing my willingness to stay as 3.76 and I feel that flexibility in work hours positively enhances my willingness to stay as 3.67.

From the above weighted average mean, Flexible working hours policy can be summarised as I feel flexible working hours are beneficial because I have time for family & friends, I feel flexible working hour policy demonstrates the organisation's

commitment to my wellbeing, enhancing my willingness to stay and I feel that flexibility in work hours positively enhances my willingness to stay.

5) Higher Education

The highest weighted average mean has been observed for I am inspired to stay because of the organisation investing in for pursuing higher education as 4.11, Time flexibility to attend lectures along with the job as 3.88, Tie up with educational institutes as 3.75 and I feel more loyal and committed to the organisation because of the support provided for pursuing higher education as 3.75.

From the above weighted average mean, Higher education can be summarised as I am inspired to stay because of the organisation investing in for pursuing higher education, Time flexibility to attend lectures along with the job, Tie up with educational institutes and I feel more loyal and committed to the organisation because of the support provided for pursuing higher education.

6) Employee Retention

The highest weighted average mean have been observed for My decision to stay in the organisation is dependent on the implementation of the above facilities by the organisation as 3.61, I believe cross functional job rotation reduces the work monotony and encourages me to continue working as 3.59 and I want to continue working in the organisation if performance-based rewards and recognition are provided as 3.52.

From the above weighted average mean, Employee Retention can be summarised as My decision to stay in the organisation is dependent on the implementation of the above facilities by the organisation, I believe cross functional job rotation reduces the work monotony and encourages me to continue working and I want to continue working in the organisation if performance-based rewards and recognition are provided.

7) Job Motivation

The highest weighted average mean have been observed for I am driven to stay with the organisation because of the growth opportunities offered to me as 4.07, I feel

motivated by the positive workplace culture and values, which strengthens my desire to stay in the organisation as 3.79, I am motivated by the rewards and recognition which I receive, that enhances my commitment to stay with the organisation as 3.50 and I feel motivated by the support given by the peers/colleagues which encourages me to stay in the organisation as 3.50.

From the above weighted average mean, Job Motivation can be summarised as I am driven to stay with the organisation because of the growth opportunities offered to me, I feel motivated by the positive workplace culture and values, which strengthens my desire to stay in the organisation, I am motivated by the rewards and recognition which I receive, that enhances my commitment to stay with the organisation and I feel motivated by the support given by the peers/colleagues which encourages me to stay in the organisation.

8) Job Satisfaction

The highest weighted average mean have been observed for I feel satisfied since my job is aligned with my personal values and makes me stay with the organisation as 3.72, I feel a sense of satisfaction, pride, and loyalty to the organisation due to its positive workplace culture influencing my decision to stay as 3.49 and I feel fulfilled and satisfied with the work I do, which makes me to stay with the organisation as 3.43.

From the above weighted average mean, Job Satisfaction can be summarised as I feel satisfied since my job is aligned with my personal values and makes me stay with the organisation, I feel a sense of satisfaction, pride, and loyalty to the organisation due to its positive workplace culture influencing my decision to stay and I feel fulfilled and satisfied with the work I do, which makes me to stay with the organisation.

6.4 Inferential Analysis

1) Reliability Analysis for Employee Retention in the Organised Apparel Retail Sector
Reliability analysis is an effective instrument for testing the internal consistency among the research variables included in the research process. It places more significance in maintaining and developing an upper limit on its validity. A measurement that lacks

reliability will also lack validity. If the scale of reliability is close to 1, then it can be concluded that the variables have high internal consistency and hence they are suitable for conducting factor analysis.

Table 6.01: Summary of Reliability Statistics for Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction to determine Employee Retention in Organised Apparel Retail Sector

Variables	Cronbach's Alpha (α)
Training and Development	0.872
Performance-Based Rewards and Recognition	0.858
Cross Functional Job Rotation	0.845
Flexible Working Hours Policy	0.847
Higher Education	0.824
Job Motivation	0.842
Job Satisfaction	0.851
Employee Retention	0.839

Conclusion

Based on the summary of reliability, it can be inferred that the value of Cronbach's Alpha (α) found to be more than 0.8 which shows the internal consistency for all the variables included in the research consisting of Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction to determine Employee Retention in the Organised Apparel Retail Sector.

2) Test of Validity for Employee Retention in the Organised Apparel Retail Sector

In the present study, Multiple Regression Analysis of [Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction to

determine Employee Retention has been tested as a tool of validity. Collinearity has been used an inbuilt measure to determine the effect of independent variables called as predictors on dependent variable called as criterion.

Table 6.02: Standardised and Unstandardised Regression Coefficients

	Unstand ardised Coefficie nts	Standard ised Coefficie nts				
Variables	B	Beta	T	Sig.	Toleran ce	VIF
(Constant)	13.935		5.869	.000		
Training and Develop ment	.079	.146	4.003	.000	.689	1.125
Performa nce- Based Rewards and Recogniti on	.158	.136	3.039	.003	.591	1.691
Cross Functiona l Job Rotation	-.197	.241	6.793	.000	.741	1.062
Flexible Working	.098	.121	2.517	.012	.511	1.958

Hours Policy						
Higher Education	.363	.290	6.419	.000	.581	1.720
Job Motivation	.140	.248	5.517	.000	.588	1.701
Job Satisfaction	.066	.063	1.353	.037	.542	1.845

Inference:

The significance levels less than 5% indicate that null hypothesis can be rejected. It can be inferred that independent variables [Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction] are influential to determine Employee Retention. The tolerance of more than 5% and Variance Inflation Factor (VIF) less than 10 indicates that the effect of independent variables on dependent variable can be determined effectively. VIF is a measure of multicollinearity in the set of multiple regression variables. When VIF less than 10, It can be further revealed as there is no multicollinearity.

6.5 Hypothesis Testing

Hypothesis 1

The hypothesis testing using Chi-Square test revealed significance level less than 5% to reject the null hypothesis. It can be inferred that Training and Development has a significant impact on enhanced coordination between employees leading to retention. The highest value of Chi-Square value has been observed for I feel role plays have enhanced coordination among my peers/colleagues as 1194.038. The second highest value has been observed for I feel there has been stress reduction after attending the training(s) as 774.038. The third highest value of Chi Square has been observed for I

feel management games have enhanced coordination among my peers/colleagues as 613.46.

It can be further analysed that Training and Development has a significant impact on enhanced coordination between employees leading to retention have been summarised as role plays have enhanced coordination among my peers/colleagues, I feel there has been stress reduction after attending the training(s) and I feel management games have enhanced coordination among my peers/colleagues.

Hypothesis 2

The hypothesis testing using Spearman Rank Correlation highlighted significance level less than 5% to reject the null hypothesis. It can be revealed that Performance-Based Rewards and Recognition has a positive influence on employee retention. The value of r_s [Spearman Rank Correlation] found to be between (>0.5 to 0.74) for Performance-Based Rewards and Recognition and employee retention.

It can be further analysed that the value of r_s found to be 0.626 . It indicates that there is a positive moderate association of Performance-Based Rewards and Recognition on employee retention.

Hypothesis 3

The hypothesis testing using Chi-Square test revealed significance level less than 5% to reject the null hypothesis. It can be inferred that Cross Functional Job Rotation reduces work monotony and has a positive relationship with retaining employees. The highest value of Chi-Square value has been observed for I feel more committed to my organisation because it provides diverse career experiences through cross functional job rotation as 538.062 . The second highest value has been observed for I feel that cross functional job rotation leads to increased engagement and excitement, encouraging me to stay with the organisation as 512.066 . The third highest value of Chi Square has been observed for I feel exposure to different roles and responsibilities encourages me to stay with the organisation.as 394.267 .

It can be further analysed that Cross Functional Job Rotation reduces work monotony and has a positive relationship with retaining employees have been summarised as I feel more committed to my organisation because it provides diverse career experiences through cross functional job rotation, I feel that cross functional job rotation leads to increased engagement and excitement, encouraging me to stay with the organisation and I feel exposure to different roles and responsibilities encourages me to stay with the organisation.

Hypothesis 4

The hypothesis testing using Chi-Square test revealed significance level less than 5% to reject the null hypothesis. It can be inferred that the Flexible Working Hours Policy enhances overall job satisfaction among employees in the organisation and leads to employee retention. The highest value of Chi-Square value has been observed for I feel that flexibility in work hours positively enhances my willingness to stay as 586.767. The second highest value has been observed for I feel flexible working hours are beneficial because I have time for family & friends as 528.002. The third highest value of Chi Square has been observed for I feel flexible working hour policy demonstrates the organisation's commitment to my wellbeing, enhancing my willingness to stay as 419.855.

It can be further analysed that Flexible Working Hours Policy enhances the overall job satisfaction among employees in the organisation and leads to employee retention have been summarised as I feel that flexibility in work hours positively enhances my willingness to stay, I feel flexible working hours are beneficial because I have time for family & friends and I feel flexible working hour policy demonstrates the organisation's commitment to my wellbeing, enhancing my willingness to stay.

Hypothesis 5

The hypothesis testing using Spearman Rank Correlation highlighted significance level less than 5% to reject the null hypothesis. It can be revealed that Organisations encouraging employees to pursue Higher Education has a positive impact on retention.

The value of r_s [Spearman Rank Correlation] found to be between (>0.5 to 0.74) for Higher Education and employee retention.

It can be further analysed that the value of r_s found to be 0.551 . It indicates that there is a positive moderate association of Higher Education and employee retention.

Hypothesis 6

The hypothesis testing using Spearman Rank Correlation highlighted significance level less than 5% to reject the null hypothesis. It can be revealed that Job Motivation moderates the influence of employee retention strategies (Training and Development, Performance Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, and Higher Education) on employee retention in the organised apparel retail sector. The value of r_s [Spearman Rank Correlation] found to be between (>0.5 to 0.74) for Job Motivation on employee retention in the organised apparel retail sector.

It can be further analysed that the value of r_s found to be 0.541 . It indicates that there is a positive moderate association of Job Motivation on employee retention in the organised apparel retail sector.

Hypothesis 7

The hypothesis testing using Spearman Rank Correlation highlighted significance level less than 5% to reject the null hypothesis. It can be revealed that Job Satisfaction moderates the influence of employee retention strategies (Training and Development, Performance Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, and Higher Education) on employee retention in the organised apparel retail sector. The value of r_s [Spearman Rank Correlation] found to be between (>0.5 to 0.74) for Job Satisfaction on employee retention in the organised apparel retail sector.

It can be further analysed that the value of r_s found to be 0.513. It indicates that there is a positive moderate association of Job Satisfaction on employee retention in the organised apparel retail sector.

6.6 Factor Analysis

1) Factor Analysis to determine Training and Development

Factor Analysis has been used to classify the components of Training and Development. By using Factor Analysis, we can summarise the components to determine Training and Development.

Factor Analysis to determine Training and Development classified two factors as follows:

Factor 1:

- I feel job rotation has enhanced coordination among my peers/colleagues.
- I feel soft skill training has enhanced coordination among my peers/colleagues.
- I feel role plays have enhanced coordination among my peers/colleagues.
- My organisation provides on the job training.
- I feel managerial training has enhanced coordination among my peers/colleagues.
- I feel team building training has enhanced coordination among my peers/colleagues.
- My organisation provides off the job training.
- I feel job instruction training has enhanced coordination among my peers/colleagues.
- My organisation provides both (on the job and off the job) training.
- I feel mentoring/hand holding has enhanced coordination among my peers/colleagues.
- I feel management games have enhanced coordination among my peers/colleagues.

Factor 2

- I feel my confidence and communication skills have improved after attending the training(s).
- I feel there has been an increase in job stability after attending the training(s).
- I feel the training(s) have prepared me for future career growth within the organisation.

- I feel there has been lower absenteeism after attending the training(s).
- I feel valued and engaged when provided with training opportunities.
- I feel there is an improvement in grievance handling after attending the training(s).
- I believe that training positively influences my job satisfaction and willingness to continue working.
- I feel there has been stress reduction after attending the training(s).
- I feel my performance has improved after attending the training(s).
- I am more likely to stay with the organisation if my skills are continuously improving through regular training.

The factors are renamed to determine Training and Development as follows:

Factor 1 – Job Rotation Factors

Factor 2 – Confidence and Communication Factors

From the Factor analysis it states that Job Rotation Factors and Confidence and Communication Factors are highly significant in contributing to determine Training and Development.

2) Factor Analysis to determine Performance Based Rewards and Recognition

Factor Analysis has been used to classify the components Performance Based Rewards and Recognition. By using Factor Analysis, we can summarise the components determine Performance Based Rewards and Recognition.

Factor Analysis to determine Performance Based Rewards and Recognition classified two factors as follows:

Factor 1:

- My organisation provides cash reward for better performance.
- My organisation provides poster recognition for better performance.
- My organisation provides invitation to key corporate events as a recognition for better performance.
- My organisation provides certificate of appreciation as a recognition for better performance.

- My organisation provides gift cards/discount vouchers as a reward for better performance.

Factor 2

- My organisation provides salary increments/grade hikes as a reward for better performance.
- I am motivated to stay with the organisation when rewarded and recognised based on my performance.
- I feel that the performance-based rewards and recognition positively influences my choice to stay in the organisation.
- I believe that fair and transparent performance-based rewards and recognition contributes to employee retention.
- I feel more valued when my efforts are linked to rewards and recognition, which positively influences my decision to stay in the organisation.

The factors are renamed determine Performance Based Rewards and Recognition as follows:

Factor 1 – Cash Reward Factors

Factor 2 – Salary Increments/Grade Hike Factors

From the Factor analysis it states that Cash Reward Factors and Salary Increments/Grade Hike Factors are highly significant in contributing to determine Performance Based Rewards and Recognition.

3) Factor Analysis for Cross functional Job Rotation

Factor Analysis has been used to classify the components for Cross functional Job Rotation. By using Factor Analysis, we can summarise the components for Cross functional Job Rotation.

Factor Analysis to determine Cross functional Job Rotation classified two factors as follows:

Factor 1:

- I feel adoption of cross functional job rotation leads to better peer/colleagues relationship.
- I feel adoption of cross functional job rotation leads to increase in recognition.
- I feel adoption of cross functional job rotation leads to higher compensation/incentives.
- I feel adoption of cross functional job rotation leads to increase in job security.
- I feel exposure to different roles and responsibilities encourages me to stay with the organisation.

Factor 2

- I feel more committed to my organisation because it provides diverse career experiences through cross functional job rotation.
- I feel more committed to the organisation post cross functional job rotation, as it promotes knowledge sharing and collaboration across departments.
- I am more likely to remain with the organisation if I can explore different areas of the organisation.
- I feel that cross functional job rotation leads to increased engagement and excitement, encouraging me to stay with the organisation.

The factors are renamed for Cross functional Job Rotation as follows:

Factor 1 – Job Rotation Factors

Factor 2 – Career Experiences Factors

From the Factor analysis it states that Job Rotation Factors and Career Experiences Factors are highly significant in contributing for Cross functional Job Rotation.

4) Factor Analysis for Flexible Working Hours Policy

Factor Analysis has been used to classify the components for Flexible working hours policy. By using Factor Analysis, we can summarise the components for Flexible working hours policy.

Factor Analysis for Flexible working hours policy classified two factors as follows:

Factor 1:

- I feel flexible working hours are beneficial because I can complete banking/government/ medical tasks.
- I feel flexible working hours are beneficial because I can pursue higher education.
- I feel flexible working hours are beneficial because I can manage daily chores effectively.
- I feel that flexible working hours are beneficial because I face less traffic and reduced worries about safety during travel.
- I feel flexible working hours are beneficial because I have time for family & friends.

Factor 2

- I think flexible work hours contribute to a better work-life balance, increasing my willingness to stay.
- I value the freedom to adjust my work hours according to my personal needs and preferences, enhancing my willingness to stay.
- I feel that flexibility in work hours positively enhances my willingness to stay.
- I feel flexible working hour policy demonstrates the organisation's commitment to my wellbeing, enhancing my willingness to stay

The factors are renamed for Flexible working hours policy as follows:

Factor 1 – Banking/Government/ Medical Tasks Factors

Factor 2 – Work-Life Balance Factors

From the Factor analysis it states that Banking/Government/ Medical Tasks Factors and Work-Life Balance Factors are highly significant in contributing for Flexible working hours policy.

5) Factor Analysis for Higher Education

Factor Analysis has been used to classify the components for Higher education. By using Factor Analysis, we can summarise the components for Higher education.

Factor Analysis for Higher education classified two factors as follows:

Factor 1:

- Time flexibility to attend lectures along with the job.
- Subsidised education loan facility.
- Reimbursement of fees.
- Tie up with educational institutes.

Factor 2

- I feel more loyal and committed to the organisation because of the support provided for pursuing higher education.
- Leaves for examinations.
- I will stay in the organisation that encourages me to pursue my higher education. I will continue to stay in the organisation that provides opportunities for pursuing higher education.
- I feel more loyal and committed to the organisation because of the support provided for pursuing higher education.
- I am inspired to stay because of the organisation investing in for pursuing higher education.

The factors are renamed for Higher education factors:

Factor 1 – Time flexibility Factors

Factor 2 – Loyal Factors

From the Factor analysis it states that Time flexibility Factors and Loyal Factors are highly significant in contributing for Higher education.

6) Factor Analysis for Employee Retention

Factor Analysis has been used to classify the components for Employee Retention. By using Factor Analysis, we can summarise the components for Employee Retention.

Factor Analysis for Employee Retention classified two factors as follows:

Factor 1:

- I think training and development leads to an increase in coordination between employees leading to retention.
- I believe cross functional job rotation reduces the work monotony and encourages me to continue working.
- I want to continue working in the organisation if performance-based rewards and recognition are provided.

Factor 2

- I feel satisfied and will continue to work if my organisation adopts flexible working hours policy.
- My decision to stay in the organisation is dependent on the implementation of the above facilities by the organisation.
- I am willing to continue working if provided with an opportunity for pursuing higher education by the organisation.

The factors are renamed for Employee Retention:

Factor 1 – Coordination Factors

Factor 2 – Flexible Working Hours Factors

From the Factor analysis it states that Coordination Factors and Flexible Working Hours are highly significant in contributing to for Employee Retention.

7) Factor Analysis for Job Motivation

Factor Analysis has been used to classify the components for Job Motivation. By using Factor Analysis, we can summarise the components for Job Motivation.

Factor Analysis for Job Motivation classified two factors as follows:

Factor 1:

- I am driven to stay with the organisation because of the growth opportunities offered to me.
- I feel motivated by the positive workplace culture and values, which strengthens my desire to stay in the organisation.
- I am motivated by the rewards and recognition which I receive, that enhances my commitment to stay with the organisation.

Factor 2

- I feel motivated by the support given by the peers/colleagues which encourages me to stay in the organisation.
- I feel highly motivated in my current role, which positively influences my decision to stay with the organisation.

The factors are renamed for Job Motivation:

Factor 1 – Positive Workplace Culture and Values Factors

Factor 2 – Peers/Colleagues Factors

From the Factor analysis it states that Positive Workplace Culture and Values Factors and Peers/Colleagues Factors are highly significant in contributing to for Job Motivation.

8) Factor Analysis for Job Satisfaction

Factor Analysis has been used to classify the components for Job Satisfaction. By using Factor Analysis, we can summarise the components for Job Satisfaction.

Factor Analysis for Job Satisfaction classified two factors as follows:

Factor 1:

- I believe my job provides me with opportunities for growth and advancement, enhancing my commitment to the organisation.
- I am satisfied with the level of recognition and appreciation I receive for my contributions at work.

- I feel satisfied since my job is aligned with my personal values and makes me stay with the organisation.

Factor 2

- I feel fulfilled and satisfied with the work I do, which makes me to stay with the organisation.
- I feel a sense of satisfaction, pride, and loyalty to the organisation due to its positive workplace culture influencing my decision to stay.

The factors are renamed for Job Satisfaction:

Factor 1 – Growth and Advancement Factors

Factor 2 – Fulfilled Factors

From the Factor analysis it states that Growth and Advancement Factors and Fulfilled Factors are highly significant in contributing to for Job Satisfaction.

Table 6.03: Summary Table of Factor Analysis for Employee Retention in Organised Apparel Retail Sector

Item Description	Factor 1	Factor 2
Training and Development	Job Rotation Factors	Confidence and Communication Factors
Performance Based Rewards and Recognition	Cash Reward Factors	Salary Increments/Grade Hike Factors
Cross functional Job Rotation	Job Rotation Factors	Career Experiences Factors
Flexible working hours policy	Banking/Government/ Medical Tasks Factors	Work-Life Balance Factors
Higher education	Time flexibility Factors	Loyal Factors
Employee Retention	Coordination Factors	Flexible Working Hours
Job Motivation	Positive Workplace Culture and Values Factors	Peers/Colleagues Factors
Job Satisfaction	Growth and Advancement Factors	Fulfilled Factors

6.7 Structural Equation Modeling (SEM) for Effectiveness of Strategies Adopted for Employee Retention

The dependent variable for this study is Employee Retention [ER]

MV is a latent variable which consists of all the moderating variables. The moderating variables [MV] for this study are as follows. The mediating variable for this study are Job Motivation [JM] and Job Satisfaction [JS]

IV is a latent variable which consists of all the independent variables. The independent variables [IV] or exogenous variables for this study are as follows: Training and Development [TD], Performance-Based Rewards and Recognition [PB], Cross Functional Job Rotation [CF], Flexible Working Hours Policy [FW] and Higher Education [HE]

1) Inference for unstandardised estimates for Effectiveness of strategies adopted for Employee Retention -

The values of unstandardised estimates for Effectiveness of strategies adopted for Employee Retention consist of Training and Development [TD], Performance-Based Rewards and Recognition [PB], Cross Functional Job Rotation [CF], Flexible Working Hours Policy [FW] and Higher Education [HE] as independent variables. Job Motivation [JM] and Job Satisfaction [JS] as moderating variables.

To estimate the influence of Training and Development [TD], Performance-Based Rewards and Recognition [PB], Cross Functional Job Rotation [CF], Flexible Working Hours Policy [FW] and Higher Education [HE] with the moderating effects of Job Motivation [JM] and Job Satisfaction [JS] on Employee Retention [ER], standardised coefficients are taken into consideration.

2) Inference for standardised estimates for Effectiveness of strategies adopted for Employee Retention -

TD (.76), PB (.64), CF (.40), FW (.58) and HE (.06) are the standardised estimates which indicates Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy and Higher Education respectively. The highest values of standardised estimates have been

observed for TD (.76), PB (.64), FW (.58), CF (.40), and HE (.06). JM (.51) and JS (.46) are the standardised estimates for Job Motivation [JM] and Job Satisfaction [JS]. The highest values of standardised estimates have been observed for JM (.51) and JS (.46).

It can be further revealed from Effectiveness of strategies adopted for Employee Retention as follows:

In the latent variable IV, Training and Development, Performance-Based Rewards and Recognition, Flexible Working Hours Policy and Cross Functional Job Rotation are highly influential followed by Higher Education.

In the latent variable MV, Job Motivation is highly influential followed by Job Satisfaction.

Hence from all the model estimates like Absolute fit, Incremental fit and Parsimonious fit, it can be revealed that SEM model is suitable for predicting the influence of Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy and Higher Education with the moderating effects of Job Motivation and Job Satisfaction on Employee Retention.

It can be analysed that Effectiveness of strategies adopted for Employee Retention can be summarised as Training and Development as an independent effect and Job Motivation as a moderating effect.

Chapter 7

Conclusion

Chapter 7: Conclusion

7.1 Introduction

An important area for organisations, especially in a highly competitive and service-oriented organised apparel retail sector is Employee retention, especially in an important dynamic market of the Mumbai Metropolitan Region. Employee retention is an absolute must to ensure operational efficiency and customer satisfaction, which ultimately leads to profitability.

7.2 Recommendations and Suggestions

1. Holistic Training and Development Program

Organisations must institute structured and continuous training and development programs. These should include on-the-job training, role plays, management games, as well as mentoring. This will not only improve peer coordination and job-specific skills but also create an environment of continuous learning. Priority should be given for training a selected high-potential employees to enable their career growth linked to the organisational objectives, which can help the organisation retain these employees in the long-term.

2. Performance-Based Rewards and Recognition

Aspirational Performance-Based Rewards and Recognition program must be introduced to motivate employees and instil a sense of fairness, belonging and fostering enhanced performance. Organisations should formulate the program which will include monetary reward such as bonuses, pay hikes, discount vouchers etc. and non-monetary recognitions such as awards, certificates and in public acknowledgement. With workforce becoming younger and impatient, who look at instant gratification, organisations should be mindful while devising such R & R programs.

3. Flexible Working Hours Policy

Work life balance is no more fancy western word, but has now become a reality in new socio-economic order in India, especially in Mumbai Metropolitan Region. With a multitasking needed with meagre family support, a flexible work policy is the solution for a large workforce. A flexible work policy is highly valued and revered by employees

as it helps them manage efficiently both personal and professional responsibilities, reduces the stress leading to better work output and overall job satisfaction.

4. Cross-Functional Job Rotation

Cross-Functional job rotation not only reduces the work monotony but also gives employees the chance to explore newer work avenues within the organisation. The experiential knowledge of the employees is enhanced, collaboration between teams' boosts, and an improved understanding of how the organisation operates takes place. Such employees are likely to stick around with the organisation for an extended period. The latent advantage to organisations is that they can do a fitment assessment for career progression planning of high potential employees at a much lower cost.

5. Higher Education Support

Organisations should implement a Higher Education support program for selected employees with either financial backing, scholarships, and/or study leave with contractual caveats. It would not only provide an opportunity for employees to increase their knowledge and skills, but also let the organisation invest in professional development, which will catalyse the loyalty. A specific budget and flexible arrangements can be made to have employees upskill without leaving their jobs.

6. Promoting an Inclusive Workplace Culture

Job Motivation and Job Satisfaction are greatly influenced by a conducive, inclusive and positive workplace culture. To develop such a culture, organisations need to take tactical and strategic steps starting right from taking structured feedback, understanding the gaps, invest in team-building activities and further take actions that focuses on diversity, equity and inclusiveness and lastly celebrate it generously. It's often seen that open communication and approachable managers or seniors induce trust and belonging, which are a critical in employee retention.

7. Technology Integration into Workforce Management

Latest AI driven tools for feedback, gap analysis, virtual training sessions and thereby creating analytics for monitoring employee satisfaction and doing a predictive analysis

can be leveraged to enhance the employee retention strategies. Usage of various digital tools to personalise employee experiences and tracking engagement will help to retain employees.

8. Tailored Strategies for varied Demographics

“One size fit all” is not the mantra for employees especially in a highly varied demographic apparel retail sector. Gender, experience, educational qualification and more importantly the generational band needs to be taken into consideration, before curating strategies. The priorities and factors driving employee’s satisfaction, motivation and thereby the retention are quite different for Gen X and Gen Z. By curating retention strategies meeting the generational needs, will result in better engagement and higher retention rates of the younger workforce.

7.3 Conclusion

The organised apparel retail sector in the Mumbai Metropolitan Region (MMR) is known to be a highly dynamic and competitive in nature. To cater to the high volume and high value ticket purchases by the highly demanding and upwardly mobile customers, a dedicated, skilled and loyal workforce is needed to seamlessly engage with them and run the ecosystem even at the backend or non-customer facing roles.

Importantly, ensuring operational efficiency and organisational profitability, a dedicated and loyal talent pool has to be always on guard. The key success parameter for the businesses, is the continuity of this talented and loyal workforce.

The organised apparel retail sector is undergoing significant technological development, and the workforce is rapidly changing demographically. As a result, retention strategies need to be flexible and forward-thinking. Organisations may create a competitive and sustainable workforce by addressing the different requirements of their employees, utilising data-driven technologies, and promoting inclusivity.

The study concludes that, there exists a positive correlation between the employee retention and the strategies such as training and development programs, performance-based rewards and recognition, flexible work hours policies, cross-functional job

rotation and higher education support. The aforementioned strategies significantly contribute to employee retention. The effective implementation of the strategies has shown an enhancement on the moderating factors – Job Motivation and Job Satisfaction.

Looking forward, a future study may be able to rectify such short comings by studying employee retention strategies both in the unorganised apparel retail sector and across different regions in India. The wider scope of including diverse cultural and demographic contexts would add greater depth towards understanding the dynamics of employee retention.

Ultimately, this thesis can be a strategic guide to HR managers and organisational leaders that gives practical insights and actionable recommendations on how employee retention issues may be addressed. Once there is an emphasis placed on employee well-being, the employee turnover decreases, productivity improves, and organisations will enjoy sustainable success in this new dynamic landscape of the organised apparel retail sector.

The study has attempted to, not only draw attention to the pressing need of the employee retention strategies but also has given effective remedies to the burgeoning issue.

7.4 Limitations of the Study

This study has attempted to provide valuable insights into the effectiveness of employee retention strategies within the organised apparel retail sector in the Mumbai Metropolitan Region (MMR).

Even though the study has come out with relevant and useful findings which has strategic and important implications for the organisations in the organised apparel retail sector, it also has its set of limitations.

1.Geographical Scope

The study is focused on employees working in Mumbai Metropolitan Region (MMR). Even though the findings, gives clear understanding on the employee retention strategies to be adopted in the organised apparel retail sector in MMR, however the findings may have limited applicability in other regions of India, which have different socio-economic and cultural landscapes and factors.

2. Sector

The research is limited to the employee retention strategies for the organised apparel retail sector and has not captured nuances in unorganised apparel retail sector.

3.Respondent Bias

The information gathered depends on the answers of employees, who are likely to respond in a socially acceptable manner or may even dread revenge, which may prompt a commensurate response, this may influence the validity of such insight.

4. Business Environment

With the consumption patterns rapidly changing, especially through technology, the USP of touch and feel in the sector may be an oblivion in the distant future, some findings may lose its sheen overtime.

5.External Factors

Government policy affecting employee retention strategies have not yet been incorporated and so may affect the thoroughness of the investigation.

6.Sample Representation

The population sampled may not be demographically representative of the entire organised apparel retail sector, for example, within smaller or younger organisations, thus potentially leaving a bias in the outcomes.

Any research activity inherently carries an intrinsic limitation, that could either be scope-based or method-based, along with any contextual bound defining the study. This

research has given great insight into the effectiveness of employee retention strategies in the organised apparel retail sector; however, several constraints must be taken into consideration.

These limitations help in bounding the study results within their contextual context and indicate where future exploration may be necessary. Overcoming some of these limitations, further research would be built on top of the present one in a better attempt to understand the dynamics of employee retention in different settings.

7.5 Scope for Further Study

The research provides useful insights into the effectiveness of employee retention strategies within the organised apparel retail sector in the Mumbai Metropolitan Region (MMR), additionally it also ushers us into the below captured avenues which can be worth for further examination and elaboration.

1. Other Geographic Regions

Future research can extend to other regions outside the Mumbai Metropolitan Region by including diverse regions in the country. It would thus provide for a comparative analysis and offer insights into the ways in which socio-economic and cultural differences shape employee retention strategies across regions.

2. Inclusion of the Unorganised Apparel Retail Sector

To overcome the limitations of focusing only on the organised apparel retail sector, future studies can investigate the unorganised apparel retail stores. These segments may face specific employee retention challenges that require specific retention strategies which may differ from the above organised sector.

3. Impact of Technological Advancements

With the increasing role of technology in workforce management, further research could aid in understanding the efficacy of the role of digital tools and automation in formulating employee retention strategies for the organised apparel retail sector.

4. Cultural and Generational Influences

Role of cultural and generational influences, especially with the co-existing presence of millennials Gen X and Gen Z into an active workforce, will create tectonic

expectations of the employees and retention, can be further explored to design inclusive and adaptive strategies.

Through addressing these areas, future studies can be built on this current finding. In a broader and deeper manner, employee retention strategies accessible to various contexts and sectors will have to be customised and changed basis the prevailing situational demands.

References

References

1. Agarwal, R., Jassal, M., & Agrawal, A. K. (2021). Nano surface modification of poly (ethylene terephthalate) fabrics for enhanced comfort properties for activewear. *Journal of Industrial and Engineering Chemistry*, 98, 217-230. https://www.researchgate.net/publication/350715214_Nano_surface_modification_of_polyethylene_terephthalate_fabrics_for_enhanced_comfort_properties_for_activewear
2. Agba, A. O., Angioha, P. U., Akpabio, N. G., Akintola, A., & Maruf, G. S. (2021). Can workplace inducements influence employee turnover? *Quantitative Economics and Management Studies*, 2(6), 355-366. https://www.researchgate.net/publication/349953518_Can_workplace_inducements_influence_labour_turnover
3. Akafo, V., & Boateng, P. A. (2015). Impact of reward and recognition on job satisfaction and motivation. *European Journal of Business and Management*, 7(24), 112-124. https://www.researchgate.net/publication/342010850_Impact_of_Reward_and_Recognition_on_Job_Satisfaction_and_Motivation
4. Al Aina, R., & Atan, T. (2020). The impact of implementing talent management practices on sustainable organizational performance. *Sustainability*, 12(20), 8372. https://www.researchgate.net/publication/344743615_The_Impact_of_Implementing_Talent_Management_Practices_on_Sustainable_Organizational_Performance
5. AL SHAHER, S., & ZREIK, M. (2022). The impact of job characteristics and value congruence on employee retention: An empirical study from lebanon. *The Journal of Asian Finance, Economics and Business*, 9(3), 171-180. <https://ijepe.com/PDF/IJEPC-2022-47-09-38.pdf>

6. Alam, M. S., Selvanathan, E. A., Selvanathan, S., & Hossain, M. (2019). The apparel industry in the post-Multifiber Arrangement environment: A review. *Review of Development Economics*, 23(1), 454-474. https://www.researchgate.net/publication/328207908_The_apparel_industry_in_the_post-Multifiber_Arrangement_environment_A_review
7. Alam, S. (2023, December). The Impact of Modern Technologies and HR Practices on Employee Retention: A Study on Apparel Firms in India. In 2023 International Conference on Advanced Computing & Communication Technologies (ICACCTech) (pp. 335-340). IEEE. https://www.researchgate.net/publication/378528392_The_Impact_of_Modern_Technologies_and_HR_Practices_on_Employee_Retention_A_Study_on_Apparel_Firms_in_India
8. Aleem, M., & Bowra, Z. A. (2020). Role of training & development on employee retention and organisational commitment in the banking sector of Pakistan. *Review of Economics and Development Studies*, 6(3), 639-650. https://www.researchgate.net/publication/349457473_Role_of_training_development_on_employee_retention_and_organizational_commitment_in_the_banking_sector_of_Pakistan
9. Aman-Ullah, A., Aziz, A., & Ibrahim, H. (2020). A systematic review of employee retention: what's next in Pakistan? *Journal of Contemporary Issues and Thought*, 10, 36-45. https://www.researchgate.net/publication/346141762_A_Systematic_Review_of_Employee_Retention_What's_Next_in_Pakistan
10. Anjana Devi, S. C., Sheriff, A. M., & Nijaguna, G. (2016). A case study on leadership and employee engagement in the textile and garment industry. *BIMS International Journal of Social Science Research*, 1(2). <http://eprints.unimysore.ac.in/10242/>

11. Anner, M. (2022). The governance challenges of social upgrading in apparel global value chains in the context of a sourcing squeeze and the covid-19 pandemic. *Economic and Social Upgrading in Global Value Chains: Comparative Analyses, Macroeconomic Effects, the Role of Institutions and Strategies for the Global South*, 361-384.
<https://pure.psu.edu/en/publications/the-governance-challenges-of-social-upgrading-in-apparel-global-v>

12. Anwar, M. A., & Graham, M. (2019). Does economic upgrading lead to social upgrading in contact centers? Evidence from South Africa. *African Geographical Review*, 38(3), 209-226.
https://www.researchgate.net/publication/333215459_Does_Economic_Upgrading_Lead_to_Social_Upgrading_in_Contact_Centers_Evidence_from_South_Africa

13. Aponsu, R., Paranagama, B., Dilan, H. K. T., & Wanigasekara, W. M. I. P. K. (2021). A Study on Employee Turnover of Millennial Generation Employees in Apparel Sector: Evidence from Executive Level Employees in a Leading Apparel Organisation in Colombo District, Sri Lanka. *IOSR Journal of Business and Management (IOSR-JBM)*, 23(10), 57.
https://www.researchgate.net/publication/355792959_A_Study_on_Employee_Turnover_of_Millennial_Generation_Employees_in_Apparel_Sector_Evidence_from_Executive_Level_Employees_in_a_Leading_Apparel_Organization_in_Colombo_District_Sri_Lanka

14. Arif, F., & Sarfraz, S. S. (2020). A Tale of Mystery Shopping: Mausummery Perspective! *Asian Journal of Management Cases*, 17(1), 85-106.
https://www.researchgate.net/publication/339078848_A_Tale_of_Mystery_Shopping_Mausummery_Perspective

15. Ayodeji, O. G., Kumar, V., & Kumar, S. (2020). Online retail in India: a comparative analysis of top business players. *International Journal of Indian*

- Culture and Business Management, 20(3), 35.
https://www.researchgate.net/publication/338305338_Online_Retail_in_India_A_Comparative_Analysis_of_top_Business_Players
16. Azimovna, M. S. (2023). Improvement of organization of marketing service in textile enterprises. *European Journal of Contemporary Business Law & Technology: Cyber Law, Blockchain, and Legal Innovations*, 1(2), 70-75.
<https://pdfs.semanticscholar.org/3d3f/dad9de11acc9201b6e60c9316b5838831879.pdf>
 17. Azmy, A., Pertiwi, L., Agusta, N. F., & Kwerawarni, D. T. (2023). The Effect of Organizational Leadership, Employee Development, and Performance Management on Employee Engagement. *International Journal of Multicultural and Multireligious Understanding*, 10(10), 389-403.
https://www.researchgate.net/publication/376965558_The_Effect_of_Organizational_Leadership_Employee_Development_and_Performance_Management_on_Employee_Engagement
 18. Bai, H., McColl, J., & Moore, C. (2022). Luxury fashion retailers' localised marketing strategies in practice—evidence from China. *International Marketing Review*, 39(2), 352-370.
https://www.researchgate.net/publication/354385409_Luxury_fashion_retailers'_localised_marketing_strategies_in_practice_-_Evidence_from_China
 19. Behera, R. K., Bala, P. K., Tata, S. V., & Rana, N. P. (2023). Retail atmospherics effect on store performance and personalised shopper behaviour: a cognitive computing approach. *International Journal of Emerging Markets*, 18(8), 1948-1977.
https://www.researchgate.net/publication/353129708_Retail_atmospherics_effect_on_store_performance_and_personalised_shopper_behaviour_a_cognitive_computing_approach

20. Bhusan, B., & Sar, A. K. (2020). Critically analysing the concept of workplace flexibility and how it impacts employee and organizational performance: A case of the retail industry in India. *Eurasian Chemical Communications*, 2(9), 1001-1010.
https://www.echemcom.com/article_114845_11efa6f31e238bd4101ae84286a15220.pdf

21. Billewar, S. R., Jadhav, K., Sriram, V. P., Arun, D. A., Mohd Abdul, S., Gulati, K., & Bhasin, D. N. K. K. (2022). The rise of 3D E-Commerce: the online shopping gets real with virtual reality and augmented reality during COVID-19. *World Journal of Engineering*, 19(2), 244-253.
https://www.researchgate.net/publication/354751934_The_rise_of_3D_E-Commerce_the_online_shopping_gets_real_with_virtual_reality_and_augmented_reality_during_COVID-19

22. Bishal Sainju, Christopher Hartwell, John Edwards Job satisfaction and employee turnover determinants in Fortune 50 companies: Insights from employee reviews from Indeed.com.
https://www.researchgate.net/publication/351375217_Job_satisfaction_and_employee_turnover_determinants_in_Fortune_50_companies_Insights_from_employee_review_from_Indeedcom

23. Briefing, I. (2023, August 24). Business prospects in India's retail industry and key growth drivers. *India Briefing News*. <https://www.india-briefing.com/news/navigating-business-prospects-in-Indias-retail-industry-key-growth-drivers-29245.html/>

24. Butt, A., Lodhi, R. N., & Shahzad, M. K. (2020). Staff retention: a factor of sustainable competitive advantage in the higher education sector of Pakistan. *Studies in Higher Education*, 45(8), 1584.
https://www.researchgate.net/publication/339084017_Staff_retention_a_factor

of sustainable competitive advantage in the higher education sector of Pakistan

25. Çetin, S. D., & Erbay, E. Ö. (2021). The effect of talent management practices on organizational justice perception and motivations of employees. *Psychology Research on Education and Social Sciences*, 2(1), 63-73.
<https://dergipark.org.tr/en/download/article-file/1707165>
26. Chada, L., Mashavira, N., & Mathibe, M. S. (2022). The role of decent work in the Zimbabwean retail sector: Testing a job engagement and turnover intention model.
https://www.researchgate.net/publication/366492481_The_role_of_decent_work_in_the_Zimbabwean_retail_sector_Testing_a_job_engagement_and_turnover_intention_model
27. Chandiok, S. U. N. I. T. I. (2012). Employee retention in Indian textile industry: a study on Grasim Bhiwani Textile Limited. *Asian Journal of Multidimensional Research (AJMR)*, 1(6), 90-101.
<https://www.semanticscholar.org/paper/EMPLOYEE-RETENTION-IN-INDIAN-TEXTILE-INDUSTRY%3A-A-ON-Chandiok/dd4aed3b039bd2ca26fdcc821a54aafde31de8a0>
28. Chatterjee, D. (2023). Resilient Tactics and Everyday Lives in the Textile Mill Areas of Mumbai. Dr Kaustuv Kanti Bandyopadhyay, Director, PRIA, 22.
<https://fidc.ris.org.in/en/dr-kaustuv-kanti-bandyopadhyay>
29. Chattopadhyay, P. (2019). A Comprehensive Study on Organised Retailing with Reference to Customer Preferences and Customer Loyalty in Indian Context. *International Journal of Trend in Scientific Research and Development*, 3, 410-414.
https://www.researchgate.net/publication/333686875_A_Comprehensive_Study

on Organized Retailing with Reference to Customer Preferences and Customer Loyalty in Indian Context

30. Chhibber, S. (2020). A Study on Financial Performance Evaluation of Selected Textile Companies in India: an Emprical Analysis. International Journal on Economics, Finance and Sustainable Development, 2(3), 1-8.
<https://journals.researchparks.org/index.php/IJEFSD/article/view/386>
31. Clayton, R. M. (2018). Effective strategies to reduce employee turnover in the retail industry (Doctoral dissertation, Walden University).
<https://scholarworks.waldenu.edu/dissertations/5687/>
32. Coetzee, M., & Baker, M. C. (2015). Career anchors, organisational commitment and employee turnover intention in the retail sector. South African Journal of Labour Relations, 39(2), 105-122.
<https://uir.unisa.ac.za/handle/10500/21841>
33. Dahiya, J., & Nandal, V. (2021). Employee Retention–A Matter of Concern in The Textile Industry of Haryana. Webology (ISSN: 1735-188X), 18(4).
<https://webology.org/abstract.php?id=3920>
34. Damei, M. Y. (2020). The Effect of Job Training on Employee Retention in Somalia. Journal of Research in Business and Management, 8(1), 8-17.
https://www.researchgate.net/publication/340502842_The_Effect_of_Job_Training_on_Employee_Retention_in_Somalia
35. Danish, R. Q., & Usman, A. (2010). Impact of reward and recognition on job satisfaction and motivation: An empirical study from Pakistan. International journal of business and management, 5(2), 159.
https://www.researchgate.net/publication/41891727_Impact_of_Reward_and_Recognition_on_Job_Satisfaction_and_Motivation_An_Empirical_study_from_Pakistan

36. Das, B. L., & Baruah, M. (2013). Employee retention: A review of literature. *Journal of business and management*, 14(2), 8-16.
https://www.researchgate.net/publication/272984584_Employee_Retention_A_Review_of_Literature

37. Davidescu, A. A., Apostu, S. A., Paul, A., & Casuneanu, I. (2020). Work flexibility, job satisfaction, and job performance among Romanian employees—Implications for sustainable human resource management. *Sustainability*, 12(15), 6086.
<https://www.mdpi.com/2071-1050/12/15/6086>

38. Deegahawature, M. M. D. R., & Rajapaksha, R. A. U. K. (2020). Affect behaviour as a determinant of motivation of machine operators in the apparel sector: the moderating effect of employee creativity. *Journal of Business*, 7(1), 2020.
https://www.researchgate.net/publication/350997878_Affectbehaviour_as_a_determinant_of_motivation_of_machine_operators_in_the_apparel_sector_the_moderating_effect_of_employee_creativity

39. Dey, S., Banerjee, J., & Nayak, B. (2019). Success of Malls in an Emerging Market: An Evaluation beyond Huff's Model. *Academy of Marketing Studies Journal*, 23(4), 1-14.
<https://www.abacademies.org/articles/success-of-malls-in-an-emerging-market-an-evaluation-beyond-huffs-model-8645.html>

40. Dinesh, S., Renugopala, K., & Samisha, B. (2021). A Study on Consumer Perception Towards Digital Transformation in Banking Sector. *SJCC Management Research Review*, 83-93.
https://www.researchgate.net/publication/368559356_A_Study_on_Consumer_Perception_Towards_Digital_Tranformation_in_Banking_Sector

41. Dixit, P., & Lal, R. C. (2019). A critical analysis of Indian textile industry: an insight into inclusive growth and social responsibility. *Russian Journal of*

- Agricultural and Socio-Economic Sciences, 88(4), 53-61.
https://www.researchgate.net/publication/332447171_A_CRITICAL_ANALYSIS_OF_INDIAN_TEXTILE_INDUSTRY_AN_INSIGHT_INTO_INCLUSIVE_GROWTH_AND_SOCIAL_RESPONSIBILITY
42. Dohale, V., Ambilkar, P., Gunasekaran, A., & Verma, P. (2022). Supply chain risk mitigation strategies during COVID-19: Exploratory cases of “make-to-order” handloom saree apparel industries. *International Journal of Physical Distribution & Logistics Management*, 52(2), 109-129.
https://www.researchgate.net/publication/355965289_COVID-19_and_supply_chain_risk_mitigation_a_case_study_from_India
 43. Doshi, V. (2021). Symbolic violence in embodying customer service work across the urban/rural divide. *Gender, Work & Organisation*, 28(1), 39.
<https://ideas.repec.org/a/bla/gender/v28y2021i1p39-53.html>
 44. Dörflinger, N., Pulignano, V., & Vallas, S. P. (2021). Production regimes and class compromise among European warehouse workers. *Work and Occupations*, 48(2), 111-145.
https://www.researchgate.net/publication/342360805_Production_Regimes_and_Class_Compromise_Among_European_Warehouse_Workers
 45. Ehsan, M., & Qureshi, M. G. (2019). Effect of motivation on employee’s performance: based in textile sector of faisalabad. Pakistan. *European Journal of Business and Management*, 11(1), 95, 114.
https://www.iiste.org/Journals/index.php/EJBM/article/view/46064#google_vignette
 46. Elf, P., Werner, A., & Black, S. (2022). Advancing the circular economy through dynamic capabilities and extended customer engagement: Insights from small sustainable fashion enterprises in the UK. *Business Strategy and the*

Environment, 31(6), 2682-2699.
<https://ideas.repec.org/a/bla/bstrat/v31y2022i6p2682-2699.html>

47. Elsafty, A., & Oraby, M. (2022). The impact of training on employee retention: An empirical research on the private sector in Egypt. *International Journal of Business and Management*, 17(5), 58-74.
https://www.researchgate.net/publication/359742966_The_Impact_of_Training_on_Employee_Retention_An_Empirical_Research_on_the_Private_Sector_in_Egypt

48. Fashion Design Council of India (FDCI) (2023).
<https://apparelresources.com/business-news/retail/aggressively-growing-Indian-apparel-retail/>

49. Fernando, A. G. N. K., & Sutha, J. (2022). Influence of internal corporate social responsibility on employee retention with special reference to the apparel industry in Sri Lanka. In *Research Anthology on Developing Socially Responsible Businesses* (pp. 2090-2106). IGI Global
https://www.researchgate.net/publication/357499602_Influence_of_Internal_Corporate_Social_Responsibility_on_Employee_Retention_With_Special_Reference_to_the_Apparel_Industry_in_Sri_Lanka

50. Gammanpila, D. D., & Kodisinghe, K. A. M. S. (2020). The impact of training and development of employee performance of apparel industry in Sri Lanka. *Wayamba Journal of Management*, 11(2), 150.
https://www.researchgate.net/publication/350761508_The_Impact_of_Training_and_Development_on_Employee_Performance_of_Apparel_Industry_in_Sri_Lanka

51. Ganguli, R., & Padhy, S. C. (2023). Moderating Effect of Demographic Factors on the Relationship Between Work Motivation and Employee Retention of Gen Z. *NMIMS Management Review*, 31(2), 145-156.

<https://www.researchgate.net/publication/382896013> Moderating Effect of Demographic Factors on the Relationship Between Work Motivation and Employee Retention of Gen Z

52. Gangwani, S., Sharma, S., & Sheikh, S. (2020). Effect of working conditions on work life balance of workers in textile industry. *International Journal of Innovative Technology and Exploring Engineering (IJITEE)*, 9(06), 661-666
<https://www.researchgate.net/publication/363856853> Effect of Working Conditions on Work Life Balance of Workers in Textile Industry
53. Gunapalan, S., & Ekanayake, E. M. R. D. (2019, March). Factors Affecting on Job Performance of Employees in Apparel Industry. In 2019 8th International Conference on Industrial Technology and Management (ICITM) (pp. 105-109).
<https://www.researchgate.net/publication/333062361> Factors Affecting on Job Performance of Employees in Apparel Industry
54. Gupta, A. K., Pandey, A., & Yadav, A. K. (2020). Globalization and Indian Economy-A Saga of Mixed Blessings. *PURUSHARTHA-A journal of Management, Ethics and Spirituality*, 13(1), 116-126.
<https://www.researchgate.net/publication/376788364> Globalization and Indian Economy- A Saga of Mixed Blessings
55. Gupta, P., & Jadon, S. S. (2019, September). Effect of changing lifestyle on urban pattern. In *AIP Conference Proceedings* (Vol. 2158, No. 1). AIP Publishing.
<https://www.researchgate.net/publication/336053562> Effect of changing lifestyle on urban pattern
56. Gupta, S., & Ramachandran, D. (2021). Emerging market retail: transitioning from a product-centric to a customer-centric approach. *Journal of Retailing*, 97(4), 597-620
<https://www.researchgate.net/publication/350330650> Emerging Market Retail Transitioning from a Product-Centric to a Customer-Centric Approach

57. Haddad, H., El Khatib, N., & Ashaal, A. (2023). The Nexus between Extrinsic Motivation and Employees' Retention; Do Compensation Packages and Flexible Working Hours Matter? *Open Journal of Business and Management*, 11(2), 530-551.
<https://www.scirp.org/journal/paperinformation?paperid=123700>

58. Harini, M., & Anandan, C. C. (2023) Factors Influencing Attrition and Retention: An Empirical Analysis in a Textile Industry. *Journal of Academia and Industrial Research (JAIR)*, 11(3), 60-64.
https://www.researchgate.net/publication/372075550_Factors_Influencing_Attrition_and_Retention_An_Empirical_Analysis_in_a_Textile_Industry

59. Haseeb, M., Haouas, I., Nasih, M., Mihardjo, L. W., & Jermisittiparsert, K. (2020). Asymmetric impact of textile and clothing manufacturing on carbon-dioxide emissions: Evidence from top Asian economies. *Energy*, 196, 117094.
<https://ideas.repec.org/a/eee/energy/v196y2020ics0360544220302012.html>

60. Hee, O. C., Ying, Y. H., Kowang, T. O., Rizal, A. M., & Ping, L. L. (2019). Succession management practices and employee retention in the property industry: Evidence from Malaysia. *Int. J. Sci. Technol. Res*, 8(10), 1409-1412.
https://www.researchgate.net/publication/336675522_Succession_Management_Practices_And_Employee_Retention_In_The_Property_Industry_Evidence_From_Malaysia

61. Hermawan, D., & Riani, A. L. (2023). THE INFLUENCE OF JOB INSECURITY ON TURNOVER INTENTIONS THROUGH THE ROLE OF MEDIATING JOB SATISFACTION IN TEXTILE INDUSTRY SOLO DISTRICT, INDONESIA. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 7(3).
<https://jurnal.stie-aas.ac.id/index.php/IJEBAR/article/view/9951>

62. Hodges, N., Watchravesringkan, K., Min, S., Lee, Y., & Seo, S. (2020). Teaching virtual apparel technology through industry collaboration: An assessment of pedagogical process and outcomes. *International Journal of Fashion Design, Technology and Education*, 13(2), 120-130.
[https://www.researchgate.net/publication/339976682_Teaching_virtual_apparel_technology_through_industry_collaboration_an_assessment_of_pedagogical_p
rocess_and_outcomes](https://www.researchgate.net/publication/339976682_Teaching_virtual_apparel_technology_through_industry_collaboration_an_assessment_of_pedagogical_process_and_outcomes)
63. HR, G., & Aithal, P. S. (2020). Organizing the Unorganised Lifestyle Retailers in India: An Integrated Framework. *International Journal of Applied Engineering and Management Letters (IJAEML)*, 4(1), 257-278.
[https://www.researchgate.net/publication/342672763_Organizing_the_Unorgani
zed_Lifestyle_Retailers_in_India_An_Integrated_Framework](https://www.researchgate.net/publication/342672763_Organizing_the_Unorgani_zed_Lifestyle_Retailers_in_India_An_Integrated_Framework)
64. Husainah, N. (2023). DETERMINANT EMPLOYEE TURNOVER INTENTION. *Sosiohumaniora*, 25(2), 209-217.
<https://jurnal.unpad.ac.id/sosiohumaniora/article/view/45881>
65. Hussain, T., & Rehman, S. S. (2013). Do human resource management practices inspire employees' retention. *Research Journal of Applied Sciences, Engineering and Technology*, 6(19), 3625-3633.
[https://www.researchgate.net/publication/286779900_Do_Human_Resource_M
anagement_Practices_Inspire_Employees'_Retention](https://www.researchgate.net/publication/286779900_Do_Human_Resource_Management_Practices_Inspire_Employees'_Retention)
66. Hutomo, Y. I. P. S., & Nawangsari, L. C. (2021, May). The Employees Turn Over Factors at Carrefour ITC BSD. In *MICOSS 2020: Proceedings of the 1st MICOSS Mercu Buana International Conference on Social Sciences, MICOSS 2020, September 28-29, 2020, Jakarta, Indonesia* (p. 190). European Alliance for Innovation.
[https://www.researchgate.net/publication/351911800_The_Employees_Turn_Ov
er_Factors_at_Carrefour_ITC_BSD](https://www.researchgate.net/publication/351911800_The_Employees_Turn_Ov_er_Factors_at_Carrefour_ITC_BSD)

67. IBEF. (2023). Indian Textiles and Apparel Industry Analysis Presentation, India Brand Equity Foundation.
<https://www.ibef.org/industry/indian-textiles-and-apparel-industry-analysis-presentation>
68. IBEF. (2023). Retail industry in India: Overview of retail sector, market size, Growth. India Brand Equity Foundation.
<https://www.ibef.org/industry/retail-India>
69. Idris, A. (2014). Flexible working as an employee retention strategy in developing countries. *Journal of Management Research*, 14(2), 71-86.
https://www.researchgate.net/publication/302958708_Flexible_Working_as_an_Employee_Retention_Strategy_in_Developing_Countries_Malaysian_Bank_Managers_Speak
70. IIFD - Indian Institute of Fashion & Design. (2023, November 8). Indian Institute of Fashion Design College, Courses in Chandigarh, India - IIFD.
<https://iifd.in/>
71. Imna, M., & Hassan, Z. (2015). Influence of human resource management practices on employee retention in Maldives retail industry. *International Journal of Accounting, Business and Management*, 1(1), 1-28.
https://www.researchgate.net/publication/316013676_Influence_of_Human_Resource_Management_practices_on_Employee_Retention_in_Maldives_Retail_Industry
72. Inda, S. S., & Mishra, S. (2016). A study on influence of employee compensation, job satisfaction, working environment on employee retention. *International Journal of Multidisciplinary Research and Development*, 3(7), 103-116.
https://www.researchgate.net/publication/308792503_A_study_on_influence_of_employee_compensation_job_satisfaction_working_environment_on_employee_retention

73. Indian Retailer. (2023, November 24). Demand for Quality Retail Space across Prime Malls & High Streets Witnessed an Uptick in Mumbai.
<https://www.Indianretailer.com/article/retail-business/whats-hot/demand-for-quality-retail-space-across-prime-malls-high-streets-witnessed-an-uptick-in-mumbai.a8149>
74. Indian Trade Portal. (2023). Apparel and Garment Industry and Export.
<https://www.indiantradeportal.in/vs.jsp?lang=0&id=0,31,24100,24102>
75. Invest India. (2023). Textile Industry in India - Garment & Apparels Market in India.
<https://www.investindia.gov.in/sector/textiles-apparel>
76. Jannat, T., Omar, N. A., & Nazri, M. A. (2020). Analysing the mediating effects of job satisfaction and dissatisfaction on employee voluntary turnover intention. *Journal Pengurusan*, 59, 1-13.
https://www.researchgate.net/publication/348057609_Analysing_the_Mediating_Effects_of_Job_Satisfaction_and_Dissatisfaction_on_Employee_Voluntary_Turnover_Intention
77. Jayawardena, N. S., & Jayawardena, D. (2020). The impact of extrinsic and intrinsic rewarding system on employee motivation in the context of Sri Lankan apparel sector. *International Journal of Business Excellence*, 20(1), 51-69.
https://www.researchgate.net/publication/330051799_The_impact_of_extrinsic_and_intrinsic_rewarding_system_on_employee_motivation_in_the_context_of_Sri_Lankan_Apparel_Sector
78. Joshi, B. H., & Dasani, D. D. (2020). An Impact of Entertainment Facilities On Consumer Buying Behavior In The Selected Shopping Malls. *Ilkogretim Online*, 19(4), 7524-7550.
<https://ilkogretim-online.org/index.php/pub/article/view/7066>

79. Kalia, P., Singla, M., & Kaushal, R. (2023). Human resource management practices and employee retention in the Indian textile industry. *International Journal of Productivity and Performance Management*.
https://www.researchgate.net/publication/374264652_Human_resource_management_practices_and_employee_retention_in_the_Indian_textile_industry
80. Karunarathne, N., & Samarasinghe, H. M. U. S. R. (2019). Impact of lean implementation on employees' job satisfaction in the ABC Apparel manufacturing firm. *International Business Research*, 12(11), 48.
https://www.researchgate.net/publication/336701146_Impact_of_Lean_Implementation_on_Employees'_Job_Satisfaction_in_the_ABC_Apparel_Manufacturing_Firm/fulltext/5dadeace299bf111d4bf8978/Impact-of-Lean-Implementation-on-Employees-Job-Satisfaction-in-the-ABC-Apparel-Manufacturing-Firm.pdf
81. Khan, S. A., Nazir, M. W., Ahmed, K., Asghar, F., & Nishtar, Z. (2023). IMPACT OF GREEN HUMAN RECOURSE PRACTICES ON EMPLOYEE PRODUCTIVITY. A CASE STUDY OF AL-KARAM TEXTILE MILLS KARACHI PAKISTAN.
<https://ipindexing.com/article/43893>
82. Khatun, R. (2010). Employee attrition-a challenge for the Indian retail industry. *Journal of Business and Retail Management Research*, 5(1).
https://www.researchgate.net/publication/216752869_Employee_Attrition_-_A_Challenge_for_the_Indian_Retail_Industry
83. Khurana, K., & Muthu, S. S. (2022). Are low-and middle-income countries profiting from fast fashion? *Journal of Fashion Marketing and Management: An International Journal*, 26(2), 289-306.
https://www.researchgate.net/publication/352304623_Are_low-_and_middle-income_countries_profiting_from_fast_fashion
84. Kiruru, R. K., & Mose, T. (2023). EFFECT OF CAREER DEVELOPMENT PRACTICES ON EMPLOYEE JOB SATISFACTION IN TEXTILE

MANUFACTURING COMPANIES IN NAIROBI CITY COUNTY, KENYA.
 International Journal of Social Sciences Management and Entrepreneurship
 (IJSSME), 7(1).
<https://www.sagepublishers.com/index.php/ijssme/article/viewFile/238/270>

85. Kneese, T., Palm, M., & Ayres, J. (2022). Selling in place: the home as virtual storefront. Media, Culture & Society, 44(2), 362-369.
https://www.researchgate.net/publication/359820670_Selling_in_place_the_home_as_virtual_storefront
86. Knightfrank. (2022). Think India, Think Retail
<https://content.knightfrank.com/research/2530/documents/en/think-India-think-retail-reinventing-Indian-shopping-malls-2022-9344.pdf>.
87. Kothari CR – Book - "Research Methodology: Methods and Techniques".
88. Kossivi, B., Xu, M., & Kalgora, B. (2016). Study on determining factors of employee retention. Open Journal of Social Sciences, 4(05), 261
https://www.researchgate.net/publication/303669148_Study_on_Determining_Factors_of_Employee_Retention
89. Krekel, C., Ward, G., & De Neve, J. E. (2019). Employee wellbeing, productivity, and firm performance. Saïd Business School WP, 4.
https://www.researchgate.net/publication/332049055_Employee_Wellbeing_Productivity_and_Firm_Performance
90. Kröll, C., & Nüesch, S. (2019). The effects of flexible work practices on employee attitudes: evidence from a large-scale panel study in Germany. The International Journal of Human Resource Management, 30(9), 1505-1525.
https://www.researchgate.net/publication/345728974_The_effects_of_flexible_work_practices_on_employee_attitudes_evidence_from_a_large-scale_panel_study_in_Germany

91. Kularathne, H. M. R. D., & Senevirathne, Y. Y. (2020). The relationship between co-worker support, supervisor support, organisational support and employee turnover intention of operational level employees in apparel sector, central province, Sri Lanka. *International Journal Of All Research Writings*, 2(8), 7-17. https://www.researchgate.net/publication/351866344_the_relationship_between_coworker_support_supervisor_support_organizational_support_and_employee_turnover_intention_of_operational_level_employees_in_apparel_sector_central_province_sri_lanka
92. Kulkarni, M. M., & Khan, M. Z. (2023). SIGNIFICANCE VALUE OF BRANDING SHOPPING MALLS. *EPRA International Journal of Multidisciplinary Research (IJMR)*, 9(6), 37-41. <https://eprajournals.com/IJMR/article/10751>
93. Kullak, F. S., Baier, D., & Woratschek, H. (2023). How do customers meet their needs in in-store and online fashion shopping? A comparative study based on the jobs-to-be-done theory. *Journal of Retailing and Consumer Services*, 71, 103221. https://www.researchgate.net/publication/366956591_How_do_customers_meet_their_needs_in_instore_and_online_fashion_shopping_A_comparative_study_based_on_the_jobs-to-be-done_theory
94. Kumar Singh, A., Singh Patel, B., & Samuel, C. (2022). Understanding customer-perceived values for apparel retailing in India. *International Journal of Retail & Distribution Management*, 50(11), 1337-1357. https://www.researchgate.net/publication/361053290_Understanding_customer-perceived_values_for_apparel_retailing_in_India
95. Kumar, A., Devadas, U. M., & Dhammika, K. A. S. (2021). Impact of employee value proposition on employee retention. *International Journal of Economics, Business and Human Behaviour*, 2(3), 19-33. https://www.researchgate.net/publication/354689485_Impact_of_Employee_Value_Proposition_on_Employee_Retention_A_conceptual_paper

96. Kumar, R. (2016). HR challenges in retail sector. South Asian Journal of Marketing & Management Research, 6(10), 19-24.
https://www.researchgate.net/publication/310263048_HR_CHALLENGES_IN_RETAIL_SECTOR

97. Kumari, P., & Aithal, P. S. (2020). An overview of the aviation industry in India with special emphasis on privatization. International Journal of Case Studies in Business, IT, and Education (IJCSBE), 4(2), 220-228.
https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3729975

98. Lahbar, G. M., Junejo, D., Hassan, N., Malokani, D. K. A. K., Mumtaz, S. N., & Jabbar, Z. A. (2024). Impact of perceived organizational support on turnover intention in Pakistan. Mediating role of job security & employee motivation. Remittances Review, 9(1).
https://www.researchgate.net/publication/377753364_Impact_of_perceived_organizational_support_on_turnover_intention_in_Pakistan_Mediating_role_of_job_security_employee_motivation

99. Lakshani, K. M. G. S., & Weerasinghe, T. D/. (2020, November). Nexus between Work Stress and Employee Turnover Intention: Study of Non-Manual Female Employees in Apparel Industry of Sri Lanka. In Proceedings of the International Conference on Business & Information (ICBI).
https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3853920

100. Lin, C. Y., & Huang, C. K. (2021). Employee turnover intentions and job performance from a planned change: the effects of an organizational learning culture and job satisfaction. International Journal of Manpower, 42(3), 409-423.
<https://www.emerald.com/insight/content/doi/10.1108/ijm-08-2018-0281/full/html>

101. Liyanage, H., & Galhena, B. L. (2022). Drivers of intention to adopt hybrid working model: Evidence from executives and above level employees in the

selected apparel manufacturing enterprises in Sri Lanka. *Journal of Management Matters*, 9(1).

<https://jmm.sljol.info/articles/10.4038/jmm.v9i1.33>

102. Majumdar, A., Shaw, M., & Sinha, S. K. (2020). COVID-19 debunks the myth of socially sustainable supply chain: A case of the clothing industry in South Asian countries. *Sustainable Production and Consumption*, 24, 150-155.
<https://pubmed.ncbi.nlm.nih.gov/37273277/>
103. Malik, E., Baig, S. A., & Manzoor, U. (2020). Effect of HR practices on employee retention: The role of perceived supervisor support. *Journal of Public Value and Administrative Insight*, 3(1), 1-7.
https://www.researchgate.net/publication/345814105_Effect_of_HR_Practices_on_Employee_Retention_The_Role_of_Perceived_Supervisor_Support
104. Manikandan, P., & Sivakumar, M. (2017) Human Resource Practices in Textile Sector of Karur District, Tamilnadu.
https://www.academia.edu/35549237/Human_Resource_Practices_in_Textile_Sector_of_Karur_District_Tami_Nadu_India
105. Miao, S., Rhee, J., & Jun, I. (2020). How much does extrinsic motivation or intrinsic motivation affect job engagement or turnover intention? A comparison study in China. *Sustainability*, 12(9), 3630.
<https://www.mdpi.com/2071-1050/12/9/3630>
106. Ming, X., Zivlak, N., & Ljubičić, M. (2012). Labour turnover in apparel retail chains in China. In *Proceedings of the XV International Scientific Conference on Industrial Systems (IS'11)* (p. 357). FON.
https://www.researchgate.net/publication/289566223_Labour_turnover_in_apparel_retail_chains_in_China

107. Mishra, S., Verma, S., Chowdhury, S., Gaur, A., Mohapatra, S., Dwivedi, G., & Verma, P. (2021). A comprehensive review on developments in electric vehicle charging station infrastructure and present scenario of India. *Sustainability*, 13(4), 2396.
https://www.researchgate.net/publication/349565597_A_Comprehensive_Review_on_Developments_in_Electric_Vehicle_Charging_Station_Infrastructure_and_Present_Scenario_of_India

108. Mittar, M. S., Saini, S., & Agarwal, A. (2014). Human resource management practices for employee retention in apparel export houses in Delhi NCR. *Arts, Social Sciences*, 17(2), 3-22.
https://www.academia.edu/14064585/Human_Resource_Management_Practices_for_Employee_Retention_in_Apparel_Export_Houses_in_Delhi_NCR

109. Mngomezulu, N., Challenor, M., Munapo, E., Mashau, P., & Chikandiwa, C. T. (2015). The impact of recognition on retention of good talent in the workforce. *Journal of Governance and Regulation*, 4(4), 372-379.
https://www.researchgate.net/publication/311357150_The_impact_of_recognition_on_retention_of_good_talent_in_the_workforce

110. Mogale, U. S., & Dalvi, C. S. (2019). A study on retailing in India: growth and challenges. *International Journal of Trend in Scientific Research and Development*, FIITPM (2019) P-95-98.
https://www.researchgate.net/publication/333709566_A_Study_on_Retailing_in_India_Growth_and_Challenges

111. Mohammed, Q. (2012). An empirical analysis of the human resource management activities in retail sector: A study of Saudi Arabian companies. *Interdisciplinary Journal of Research in Business*, 2(1), 1-14. <https://cob-rb.kau.edu.sa/pages-researches-2012-02EN.aspx>

112. Monisha, A. N., Divyalakshmi, S., & Dhivyaa, M. (2019). The Conceptual Understanding of “Why Malls Are Not Preferred by South Indians”. IOSR Journal of Business and Management (IOSR-JBM), 21(4), 54-58. https://www.researchgate.net/publication/333893406_The_Conceptual_Understanding_of_Why_Malls_Are_Not_Preferred_By_South_Indians
113. Muhammad, G., Qasim, S., & Khan, M. A. (2020). Role of Healthy and Safe Environment in Employee Retention: Mediating Effect of Employee Commitment. NMIMS MANAGEMENT REVIEW, XXVIII (3). https://www.researchgate.net/publication/348231257_72_Role_of_Healthy_and_Safe_Environment_in_Employee_Retention_Mediating_Effect_of_Employee_Commitment_Role_of_Healthy_and_Safe_Environment_in_Employee_Retention_Mediating_Effect_of_Employee_Commitment
114. Muhiban, A., & Nurohmat, R. R. (2023). The Effect of Job Satisfaction and Employee Loyalty on Employee Performance at PT Gistex Textille Bandung (Case Study of Employee at PT Gistex Textille). International Journal of Integrative Sciences, 2(9), 1331-1348. https://journal.formosapublisher.org/index.php/ijis/article/view/5826#google_vignette
115. Murtiningsih, R. S. (2020). The Impact of Compensation, Training & Development, and Organisational Culture on Job Satisfaction and employee Retention. Indonesian Management and Accounting Research, 19(1), 33-50. https://www.researchgate.net/publication/357744726_The_Impact_of_Compensation_Training_Development_and_Organizational_Culture_on_Job_Satisfaction_and_employee_Retention
116. Murugesh, V. (2020). Transformation in Business Practice with Reference to Store Environment in Textile Chain Stores on Customer Perspective. TEST Engineering Management, 82, 5898-5901. https://www.researchgate.net/publication/346790415_Transformation_in_Business_Practice_with_Reference_to_Store_Environment_in_Textile_Chain_Stores_on_Customer_Perspective

ess Practice with Reference to Store Environment in Textile Chain Stores
on Customer Perspective

117. Nawaz, N., & Gomes, A. M. (2019). Artificial intelligence chatbots are new recruiters. IJACSA) International Journal of Advanced Computer Science and Applications, 10(9).
https://www.researchgate.net/publication/335960741_Artificial_Intelligence_Chatsbots_are_New_Recruiters
118. Nguyen, C. (2020). The impact of training and development, job satisfaction and job performance on young employee retention. Job Satisfaction and Job Performance on Young Employee Retention (May 1, 2020).
https://www.researchgate.net/publication/341775695_The_Impact_of_Training_and_Development_Job_Satisfaction_and_Job_Performance_on_Young_Employee_Retention
119. Nguyen, D., Homolka, L., Hoang, S., & Nguyen, H. (2022). Employee Retention and the Moderating Role of Psychological Ownership in Retail. Operations and Supply Chain Management: An International Journal, 15(3), 313-327.
https://www.researchgate.net/publication/363435896_Employee_Retention_and_the_Moderating_Role_of_Psychological_Ownership_in_Retail
120. NGUYEN, T. L. (2020). Determinants of talent retention in textile and garment companies in Binh Duong Province. The Journal of Asian Finance, Economics and Business (JAFEB), 7(6), 475-484.
https://www.researchgate.net/publication/342566048_Determinants_of_Talent_Retention_in_Textile_and_Garment_Companies_in_Binh_Duong_Province
121. NIFT. (2023).
<https://www.nift.ac.in/>

122. Oluwatayo, A. A., & Adetoro, O. (2020). Influence of employee attributes, work context and human resource management practices on employee job engagement. *Global Journal of Flexible Systems Management*, 21, 295-308.
https://www.researchgate.net/publication/343092007_Influence_of_Employee_Attributes_Work_Context_and_Human_Resource_Management_Practices_on_Employee_Job_Engagement
123. Ondiba, P. K., Cheruiyot, T., & Sulo, T. (2021). Effect of Cross Functional Job Rotation on Corporate Financial Performance of Commercial Banks in Kenya. *Journal of Financial Risk Management*, 10(2), 187-199.
https://www.researchgate.net/publication/352748323_Effect_of_Cross_Functional_Job_Rotation_on_Corporate_Financial_Performance_of_Commercial_Banks_in_Kenya
124. Oni-Eseleh, M. (2020). Strategies for decreasing employee turnover in retail organizations (Doctoral dissertation, Walden University).
<https://scholarworks.waldenu.edu/cgi/viewcontent.cgi?article=10886&context=dissertations>
125. Pande, S., Sengar, R., & Chaudhary, N. S. (2020). Evaluating performance of apparel retail stores using data envelopment analysis. *International Journal of Business Excellence*, 22(1), 19-32.
https://www.researchgate.net/publication/345922086_Evaluating_performance_of_apparel_retail_stores_using_data_envelopment_analysis
126. Pandey, P., Singh, S., & Pathak, P. (2015). Ethical leadership: The need for a new approach in retail. *PURUSHARTHA-A journal of Management, Ethics and Spirituality*, 8(1), 91-99.
<https://journals.smsvaranasi.com/index.php/purushartha/article/view/79>
127. Paredes-Aguirre, M. I., Barriga Medina, H. R., Campoverde Aguirre, R. E., Melo Vargas, E. R., & Armijos Yambay, M. B. (2022, August). Job motivation, burnout

and turnover intention during the COVID-19 pandemic: are there differences between female and male workers? In *Healthcare* (Vol. 10, No. 9, p. 1662). MDPI. <https://pubmed.ncbi.nlm.nih.gov/36141274/>

128. Peiris & Kennedy (2020). IMPACT OF WORK LIFE BALANCE ON EMPLOYEE PERFORMANCE WITH REFERENCE TO APPAREL COMPANY INSRI LANKA. *Annamalai International Journal of Business Studies & Research*, 12(1). https://www.researchgate.net/publication/352748323_Effect_of_Cross_Functional_Job_Rotation_on_Corporate_Financial_Performance_of_Commercial_Banks_in_Kenya
129. Perumal, S., Jaganathan, M., Shaari, H., & Sulaiman, Y. (2023). Examining Perception And Attitude Towards Smart Retail Technologies In The Retail Sector. *Russian Law Journal*, 11(7s). <https://russianlawjournal.org/index.php/journal/article/view/1140>
130. Pervin, T., & Khan, R. (2022). The impact of organisational career management and supporting system on generation Y employees' career satisfaction and intention to stay in the textile industry. *SCMS Journal of Indian Management*, 19(3), 34-50. https://www.researchgate.net/publication/365042302_The_Impact_of_Organisational_Career_Management_and_Supporting_System_on_Generation_Y_Employees'_Career_Satisfaction_and_Intention_to_Stay_in_the_Textile_Industry
131. Phaladi, M. P. (2023). Developing knowledge protective capacity through retention practices in South African state-owned companies. *South African Journal of Information Management*, 25(1), 10. <https://sajim.co.za/index.php/sajim/article/view/1727>
132. Prashanth, K. C., & Veena, M. (2022). Education And Training As A Strategy For Employee Retention. *EPRA International Journal of Economics, Business and*

Management Studies (EBMS), 9(6), 48-51.
<https://eprajournals.com/IJHS/article/7216>

133. Quddoos, M. U., Akhtar, M. H., & Zafar, J. (2022). Investigating the Impact of Safe, Healthy, and Quality Environment Practices in Textile Industry of Pakistan: A Commitment Towards Sustainable Development. *Journal of Business & Economics*, 14(1), 1-17.
<https://journals.au.edu.pk/ojs/index.php/jbe/article/view/537/319>
134. Rahman, C. A., & Jarin, A. (2017). Factors Affecting Employees Job Switching Intention of Bangladesh's Ready Made Garments Employees: A Study on Regency Garments Ltd. *Methodology*, 9(5).
https://www.researchgate.net/publication/353484520_Factors_Affecting_Employees_Job_Switching_Intention_of_Bangladesh's_Ready_Made_Garments_Employees_A_Study_on_Regency_Garments_Ltd
135. Rahman, M. S., Siddiqi, K. O., & Basak, S. (2018). Factors influencing job satisfaction of the workers: an empirical study on readymade garment (Rmg) sector in Bangladesh. *British journal of multidisciplinary and advanced studies*, 2(2), 66-79.
<https://bjmas.org/index.php/bjmas/article/view/25>
136. Rakhra, H. K. (2018). Study on factors influencing employee retention in companies. *International journal of public sector performance management*, 4(1), 57-79.
https://www.researchgate.net/publication/322185106_Study_on_factors_influencing_employee_retention_in_companies
137. Rana, A., & Shankar, R. (2020). Crisis or opportunity: Marks and Spencer's tryst with Indian retail. *The CASE Journal*, 16(6), 671-690.
https://www.researchgate.net/publication/347697135_Crisis_or_opportunity_Marks_and_Spencer's_tryst_with_Indian_retail

138. Rao, S., Chitranshi, J., & Punjabi, N. (2020). Role of Artificial Intelligence in Employee Engagement and Retention. *Journal of Applied Management-Jidnyasa*, 12(2), 42-60.
<https://simsjam.net/index.php/Jidnyasa/article/view/156902>
139. Rathinamoorthy, R. (2019). Circular fashion. In *Circular economy in textiles and apparel* (pp. 13-48). Woodhead Publishing.
https://researchgate.net/publication/330053587_Circular_fashion
140. Reddy, M., & Ch, S. C. (2011). Human resource management practices in organised retailing-a study of select retailers. *International Journal of Multidisciplinary Research*, 1(8).
https://www.researchgate.net/publication/339443335_HUMAN_RESOURCE_MANAGEMENT_PRACTICES_IN_ORGANIZED_RETAILING_-_A_STUDY_OF_SELECT_RETAILERS
141. Rentala, S., & Nandru, P. (2019). Export performance of India and its impact on GDP during post economic-reforms period. *SMS Journal of Entrepreneurship & Innovation*, 5(2), 57-66.
https://www.researchgate.net/publication/336231874_Export_performance_of_India_and_its_impact_on_GDP_during_post_economic-reforms_period
142. Revathi, P. (2021). Perception of Competency Mapping among Employees Working in Textile Spinning Mills, with Special Reference to the Coimbatore District. *Journal of Strategic Human Resource Management*, 10(1), 12.
<http://publishingindia.com/downloads/6323.pdf>
143. Rodrigo, D. S., & Ratnayake, G. S. (2021, April). Employee Turnover Prediction System: With Special Reference to Apparel Industry in Sri Lanka. In *2021 6th International Conference for Convergence in Technology (I2CT)* (pp. 1-9). IEEE.
https://www.researchgate.net/publication/351484629_Employee_Turnover_Prediction_System_With_Special_Reference_to_Apparel_Industry_in_Sri_Lanka

144. Rombaut, E., & Guerry, M. A. (2020). The effectiveness of employee retention through an uplift modeling approach. *International Journal of Manpower*, 41(8), 1199-1220.
https://www.researchgate.net/publication/338340160_The_effectiveness_of_employee_retention_through_an_uplift_modeling_approach
145. Sainju, B., Hartwell, C., & Edwards, J. (2021). Job satisfaction and employee turnover determinants in Fortune 50 companies: Insights from employee reviews from Indeed. *com. Decision Support Systems*, 148, 113582.
https://www.researchgate.net/publication/351375217_Job_satisfaction_and_employee_turnover_determinants_in_Fortune_50_companies_Insights_from_employee_reviews_from_Indeedcom
146. Santos, K. E. S., Campus, A., Ecija, N., Campus, A., & Ecija, N. (2020). Job Burnout of Contractual Workers in Nueva Ecija. *Open Access Library Journal*, 7(02), 1.
https://www.researchgate.net/publication/339326277_Job_Burnout_of_Contractual_Workers_in_Nueva_Ecija
147. Saragih, J., Tarigan, A., Pratama, K., Wardati, J., & Siregar, P. H. (2022). The Impact of Leadership Styles and Training Practices on The Employee Performance: The Mediating Role of Job Satisfaction. *Journal of Positive School Psychology*, 6(2), 3101-3116.
<https://www.journalppw.com/index.php/jpsp/article/view/1064>
148. Sariani, N. L. P., & Kustina, K. T. (2023, September). Environmental, Social, and Governance (ESG) Implementation to Support Peken Facebook's Operational Performance for Sustainable Business. In *International Conference Faculty of Economics and Business* (Vol. 2, No. 1, pp. 61-68
<https://journal.undiknas.ac.id/index.php/icfeb/article/view/4564>

149. Sawaneh, I. A., & Kamara, F. K. (2019). An effective employee retention policy as a way to boost organizational performance. *Journal of Human Resource Management*, 7(2), 41-48.
https://www.researchgate.net/publication/337039813_An_Effective_Employee_Retention_Policies_as_a_Way_to_Boost_Organizational_Performance
150. Sector, B. R. (2019) Employee Turnover and Organizational Performance: a Study of the Brazilian Retail Sector.
https://www.researchgate.net/publication/281413610_Employee_Turnover_and_Organizational_Performance_a_Study_of_the_Brazilian_Retail_Sector
151. Senarathna, W. A. N. M., & Jayarathna, S. M. D. Y. (2021). The Impact of Perceived Organisational Politics and Workplace Incivility on Emotional Exhaustion: A Study of Middle Level Employees in the Apparel Sector, Western Province, Sri Lanka. *Open Journal of Business and Management*, 9(5), 2197-2207.
https://www.researchgate.net/publication/354273265_The_Impact_of_Perceived_Organizational_Politics_and_Workplace_Incivility_on_Emotional_Exhaustion_A_Study_of_Middle_Level_Employees_in_the_Apparel_Sector_Western_Province_Sri_Lanka
152. Sennikova, I., Ludviga, I., & Dubinska, E. (2018). Management and Leadership Development Needs: The Case of Latvia. *Business and Society: Making Management Education Relevant for the 21st Century*, 87-114.
https://www.researchgate.net/publication/326004675_Management_and_Leadership_Development_Needs_The_Case_of_Latvia
153. Shakeel, N., & But, S. (2015). Factors influencing employee retention: An integrated perspective. *Journal of Resources development and Management*, 6(1), 32-49.
<https://core.ac.uk/download/pdf/234696049.pdf>

154. Shanmugaraja, M., Manojkumar, P., Govarthan, K. N., & Nandhakumar, R. (2020). Analyzing Inventory Management System in Textile Spinning Mill for Improving Productivity. *International Journal of Research in Engineering, Science and Management*, 3(8), 388-394.
<https://journal.ijresm.com/index.php/ijresm/article/view/206>

155. Sharma, A., & Narula, S. A. (2020). What motivates and inhibits Indian textile firms to embrace sustainability? *Asian Journal of Sustainability and Social Responsibility*, 5(1), 1-23.
https://www.researchgate.net/publication/339888869_What_motivates_and_inhibits_Indian_textile_firms_to_embrace_sustainability

156. Sharma, S., Prakash, G., Kumar, A., Mussada, E. K., Antony, J., & Luthra, S. (2021). Analysing the relationship of adaptation of green culture, innovation, green performance for achieving sustainability: Mediating role of employee commitment. *Journal of Cleaner Production*, 303, 127039.
<https://researchportal.hw.ac.uk/en/publications/analysing-the-relationship-of-adaption-of-green-culture-innovation>

157. Shekhar, S. (2021). The Impact of Liberalization, Privatization and Globalisation on Indian Economy: An Overview. *Journal Of Management, Sciences, Operation & Strategies*, 5(1), 1-10.
https://www.researchgate.net/publication/363251016_Liberalization_Privatization_on_and_Globalization_-_A_Need_Of_India

158. Shukla, R. (2020). Imparting industry relevant skills through Skill Development Programmes for Select Job Roles in Apparel Industry: a LITERATURE REVIEW. *International Journal of Business research & Excellence*.
<https://ideas.repec.org/a/ids/ijbglo/v38y2024i1p56-82.html>

159. Silva, M. R. A., de Amorim Carvalho, J. C., & Dias, A. L. (2019). Determinants of employee retention: A study of reality in Brazil. In *Strategy and superior*

performance of micro and small businesses in volatile economies (pp. 44-56). IGI Global

https://www.researchgate.net/publication/330326214_Determinants_of_Employee_Retention

160. Singh, D. (2019). A literature review on employee retention with focus on recent trends. *International Journal of Scientific Research in Science and Technology*, 6(1), 425-431.
https://www.researchgate.net/publication/331306592_A_Literature_Review_on_Employee_Retention_with_Focus_on_Recent_Trends
161. Sivarethinamohan, R., Kavitha, D., Koshy, E. R., & Toms, B. (2021). Reimagining Future of Future by redesigning Talent Strategy in the Age of Distraction and Disruption. *International Journal of Systematic Innovation*, 6(4), 33-45.
<https://www.ijosi.org/index.php/IJOSI/article/view/425>
162. Smart Scraper. (2023). Number Of shopping malls in Mumbai | SmartScrapers.
<https://rentechdigital.com/smartscraper/business-report-details/India/maharashtra/mumbai/shopping-malls>
163. Sudheer, A. K. (2021). Role of Compensation Management in Balancing the Employees relationship in Retail Industry in India. *Turkish Journal of Computer and Mathematics Education (TURCOMAT)*, 12(11), 1777-1780.
<https://turcomat.org/index.php/turkbilmat/article/view/6112>
164. Sulaiman, M. A. B. A., Ahmed, M. N., & Shabbir, M. S. (2020). COVID-19 challenges and human resource management in organised retail operations. *Utopia y Praxis Latinoamericana*, 25(12), 81-92.
https://www.researchgate.net/publication/346786261_COVID-19_Challenges_and_Human_Resource_Management_in_Organized_Retail_Operations

165. Suleman, A. R., Bingab, B. B. B., Boakye, K. O., & Sam-Mensah, R. (2022). Job rotation practices and employees performance: do job satisfaction and organizational commitment matter? SEISENSE Business Review, 2(1), 13-27.
https://www.researchgate.net/publication/358045984_Job_Rotation_Practices_and_Employees_Performance_Do_Job_Satisfaction_and_Organizational_Commitment_Matter
166. Suryanarayana, M., & Kumar, V. (2018). Career growth in retailing–employees’ perspective. In Proceedings of Second National Conference on Emerging Trends in Computer Applications and Management–NCETCAM (Vol. 12)
https://www.researchgate.net/publication/326813217_Career_Growth_in_Retailing_-_Employees'_Perspective
167. Tagra, B. D. (2023, September 2). Aggressively growing Indian apparel retail | Apparel Resources. Apparel Resources.
<https://apparelresources.com/business-news/retail/aggressively-growing-indian-apparel-retail/>
168. Tan, P. L., & Omar, S. S. (2022). Factors Influencing Employee Retention Among Production Operators in Manufacturing Companies In Malaysia. Research in Management of Technology and Business, 3(1), 945-958.
<https://publisher.uthm.edu.my/periodicals/index.php/rmtb/article/view/7039>
169. Tarai, S. K., & Shailaja, K. (2020). Integration of E-Commerce in Handloom Sector: Consumer Perspective in Odisha, India. Journal of Textile & Apparel Technology & Management (JTATM), 11(4).
https://www.researchgate.net/publication/366890648_Integration_of_E-Commerce_in_Handloom_Sector_Consumer_Perspective_in_Odisha_India
170. Team, O. (2023, November 4). Top 25 clothing and fashion brands in India. Online Clothing Study.

<https://www.onlineclothingstudy.com/2022/06/top-25-clothing-and-fashion-brands- in.html?m=1>

171. Terera, S. R., & Ngirande, H. (2014). The impact of rewards on job satisfaction and employee retention. *Mediterranean Journal of Social Sciences*, 5(1), 481. https://www.researchgate.net/publication/272708313_The_Impact_of_Rewards_on_Job_Satisfaction_and_Employee_Retention
172. Tirta, A. H., & Enrika, A. (2020). Understanding the impact of reward and recognition, work life balance, on employee retention with job satisfaction as mediating variable on millennials in Indonesia. *Journal of Business and Retail Management Research*, 14(3), 88-98. https://www.researchgate.net/publication/343155715_Understanding_the_impact_of_reward_and_recognition_work_life_balance_on_employee_retention_with_job_satisfaction_as_mediating_variable_on_millennials_in_Indonesia
173. Tiwari, R. (2021). Employee Job Satisfaction and Its Impact on Employee Retention in Retail Sector with Reference to Lucknow. *IRE Journals*, 5(6), 78-82. https://www.researchgate.net/publication/357251313_Employee_Job_Satisfaction_and_Its_Impact_on_Employee_Retention_in_Retail_Sector_with_Reference_to_Lucknow
174. Vashist, P. (2023). Identifying Child Labor: Revisiting State's Craft in Bombay Textile Mills (1880–1911). In *Childhood and Youth in India: Engagements with Modernity* (pp. 149-176). Cham: Springer Nature Switzerland. https://www.researchgate.net/publication/372609443_Identifying_Child_Labor_Revisiting_State's_Craft_in_Bombay_Textile_Mills_1880-1911
175. Venkadavarahan, M., & Marisamynathan, S. (2022). Development of urban freight trip generation models concerning establishment classification process for a developing country. *International Journal of Transportation Science and*

Technology, 11(3), 603-618.
<https://sciencedirect.com/science/article/pii/S2046043021000629>

176. Wang, W., & Heyes, J. (2020). Flexibility, labour retention and productivity in the EU. *The International Journal of Human Resource Management*, 31(3), 335-355.
<https://wlv.openrepository.com/handle/2436/620329>
177. Wassem, M., Baig, S. A., Abrar, M., Hashim, M., Zia-Ur-Rehman, M., Awan, U., ... & Nawab, Y. (2019). Impact of capacity building and managerial support on employees' performance: The moderating role of employees' retention. *Sage Open*, 9(3), 2158244019859957.
https://www.researchgate.net/publication/334190159_Impact_of_Capacity_Building_and_Management_Support_on_Employees'_Performance_The_Moderating_Role_of_Employees'_Retention
178. Weerasinghe, T. D., Batagoda, C. K., & Nadeera, M. G. N. L. (2012). Impact of rewards on retention of workers: a study of operative level employees in the apparel industry. In *Proceedings of Jaffna University International Research Conference (JUICE-2012)* (pp. 79-86).
https://www.researchgate.net/publication/348758013_Impact_of_Rewards_on_Retention_of_Workers_A_Study_of_Operative_Level_Employees_in_the_ApparelIndustry
179. Weil, D. (2019). Understanding the present and future of work in the fissured workplace context. *RSF: The Russell Sage Foundation Journal of the Social Sciences*, 5(5), 147-165.
https://www.researchgate.net/publication/337038671_Understanding_the_Present_and_Future_of_Work_in_the_Fissured_Workplace_Context
180. Wickramasinghe, M. D. N., & Sajeevani, T. L. (2018). The impact of rewards on retention of operational level employees in three apparel sector companies in export processing zone in Biyagama, Sri Lanka. *Human Resource Management*

Journal 6(2).

<https://www.researchgate.net/publication/337243150> The Impact of Rewards on Retention of Operational Level Employees in Three Apparel Sector Companies in Export Processing Zone in Biyagama Sri Lanka

181. WMTNK, W., & Dilanthi, M. G. S. (2019) The Impact Of Talent Management Practices On Employee Retention In The Sri Lankan Apparel Industry: Literature Review. International Journal of Education and Research, 7(5).
<https://www.ijern.com/journal/2019/May-2019/15.pdf>
182. Yulius Irwanto Suwandi Hutomo, Lenny Nawangsari, The Employees Turn Over Factors at Carrefour ITC BSD.
<https://scholar.archive.org/work/lzxyxbu7ffg23bq6dif4rskvwy>
183. Yurchisin, J., & Park, J. (2010). Effects of retail store image attractiveness and self-evaluated job performance on employee retention. Journal of Business and Psychology, 25, 441-450.
<https://www.proquest.com/docview/741505420?sourcetype=Scholarly%20Journals>
184. Zaighum, S. A. K., Ahmad, G., & Kaur, P. (2021). Workers' perceptions of CSR practices: Analysis of a textile organization in Pakistan. Global Business and Management Research, 13(2), 43-56.
<https://www.researchgate.net/publication/352057165> Workers' Perceptions of CSR Practices Analysis of a Textile Organization in Pakistan
185. Zulfan, G., Kee, D. M. H., Khor, T. W., Lee, S. Y., Ali, H. J., Hanan, A., & Akansha, V. (2020). The Influence of Organizational Culture on Employee Retention: A Case of Google. Journal of the community development in Asia, 3(1), 25-32.
<https://www.researchgate.net/publication/338772669> The Influence of Organizational Culture on Employee Retention A Case of Google

186. Zulfiqar, S., Ambreen, M., & Mohyuddin, A. (2022). Flea market economy influencing local industry: System analysis of landa bazaar in Pakistan. Pakistan Journal of Social Research, 4(2), 259-266.
https://www.researchgate.net/publication/360497958_FLEA_MARKET_ECONOMY_INFLUENCING_LOCAL_INDUSTRY_SYSTEM_ANALYSIS_OF_LANDA_BAZAAR_IN_PAKISTAN

Annexures

Questionnaire

Analytical Study on the Effectiveness of Strategies Adopted for Employee Retention in Organised Apparel Retail Sector

Date: _____ Sample No: _____
Name of the Organisation: _____
Location/Branch: _____
Name of the respondent: _____
Gender: _____ Age: _____ Designation: _____
Contact No: _____ Email id: _____
Educational Qualification: _____
Total Experience in Organised Apparel Retail Sector (years): _____

The questionnaire is designed purely for an academic research purpose and the information contained therein shall be kept confidential.

The respondents shall comprise of individuals with minimum, 3 years of work experience in organised apparel retail sector and educational qualification of 12th standard.

Section A: Training and Development

1. How long have you been in the current organisation?

i. Less than 12 months _____ ii. Between 1–2 years _____ iii More than 2 years _____

2. What type of training program does your organisation offer?

Please tick the response to indicate the degree to which you agree to the statements given below based on your experience. (1. Strongly Disagree, 2. Disagree, 3. Neutral, 4. Agree, 5. Strongly Agree)

Statements	1. Strongly Disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly Agree
My organisation provides on					

the job training.					
My organisation provides off the job training.					
My organisation provides both (on the job and off the job) training.					

3. How many numbers of training programs have you attended since your joining?

i. Less than 5 nos ____ ii. 6-10 nos ____ iii. 11-15 nos ____ iv. More than 15 nos ____

4. Which training types/methods do you feel have enhanced coordination among your peers/colleagues?

Please tick the response to indicate the degree to which you agree to the statements given below based on your experience. (1. Strongly Disagree, 2. Disagree, 3. Neutral, 4. Agree, 5. Strongly Agree)

Statements	1. Strongly Disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly Agree
I feel job instruction training has enhanced coordination among my peers/colleagues.					
I feel soft skill training has enhanced coordination among my peers/colleagues.					

I feel team building training has enhanced coordination among my peers/colleagues.					
I feel managerial training has enhanced coordination among my peers/colleagues.					
I feel mentoring/hand holding has enhanced coordination among my peers/colleagues.					
I feel job rotation has enhanced coordination among my peers/colleagues.					
I feel role plays have enhanced coordination among my peers/colleagues.					
I feel management games have enhanced coordination among my peers/colleagues.					

5. What improvement have you seen after attending the training(s)?

Please tick the response to indicate the degree to which you agree to the statements given below based on your experience. (1. Strongly Disagree, 2. Disagree, 3. Neutral, 4. Agree, 5. Strongly Agree)

Statements	1. Strongly Disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly Agree
I feel my confidence and communication skills have improved after attending the training(s).					

I feel my performance has improved after attending the training(s).					
I feel there has been lower absenteeism after attending the training(s).					
I feel there has been an increase in job stability after attending the training(s).					
I feel there has been stress reduction after attending the training(s).					
I feel there is an improvement in grievance handling after attending the training(s).					

6. How does the training provided, impacts your decision to stay with the organisation?
Please tick the response to indicate the degree to which you agree to the statements given below based on your experience. (1. Strongly Disagree, 2. Disagree, 3. Neutral, 4. Agree, 5. Strongly Agree)

Statements	1. Strongly Disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly Agree
I feel valued and engaged when provided with training opportunities.					
I believe that training positively influences my job satisfaction and willingness to continue working.					
I am more likely to stay with the organisation if my skills are continuously improving through regular training.					
I feel the training(s) have prepared me for future career growth within the organisation.					

Section B: Performance Based Rewards and Recognition

7. Does your organisation have a performance-based rewards and recognition program ?

i. Yes _____ ii. No _____

8. What type of performance-based rewards and recognition program is implemented?
Please tick the response to indicate the degree to which you agree to the statements given below based on your experience. (1. Strongly Disagree, 2. Disagree, 3. Neutral, 4. Agree, 5. Strongly Agree)

Statements	1. Strongly Disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly Agree
My organisation provides poster recognition for better performance.					
My organisation provides certificate of appreciation as a recognition for better performance.					
My organisation provides invitation to key corporate events as a recognition for better performance.					
My organisation provides gift cards/discount vouchers as a reward for better performance.					
My organisation provides cash reward for better performance.					
My organisation provides salary increments/grade					

hikes as a reward for better performance.					
---	--	--	--	--	--

9. Are you satisfied with the performance-based rewards and recognition program?

i. Yes _____ ii. No _____

10. How does performance-based rewards and recognition influence your decision to stay?

Please tick the response to indicate the degree to which you agree to the statements given below based on your experience. (1. Strongly Disagree, 2. Disagree, 3. Neutral, 4. Agree, 5. Strongly Agree)

Statements	1. Strongly Disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly Agree
I am motivated to stay with the organisation when rewarded and recognised based on my performance.					
I feel more valued when my efforts are linked to rewards and recognition, which positively influences my decision to stay in the organisation.					
I believe that the fair and transparent performance-based rewards and recognition contributes to					

employee retention.					
I feel that the performance-based rewards and recognition positively influences my choice to stay in the organisation.					

Section C: Cross Functional Job Rotation

11. Have you undertaken cross functional job rotation in the current/past organisation?

i. Yes _____ ii. No _____

12. How do you think cross functional job rotation benefits the employees?

Please tick the response to indicate the degree to which you agree to the statements given below based on your experience. (1. Strongly Disagree, 2. Disagree, 3. Neutral, 4. Agree, 5. Strongly Agree)

Statements	1. Strongly Disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly Agree
I feel adoption of cross functional job rotation leads to better peer/colleagues relationship.					
I feel adoption of cross functional job rotation leads to increase in recognition.					
I feel adoption of cross					

functional job rotation leads to higher compensation/incentives.					
I feel adoption of cross functional job rotation leads to increase in job security.					

13. Have you found any benefits from cross functional job rotation in your current/past role?

i. Yes _____ ii. No _____ iii. Not Sure _____

14. How does the cross functional job rotation influence your decision to stay with the organisation?

Please tick the response to indicate the degree to which you agree to the statements given below based on your experience. (1. Strongly Disagree, 2. Disagree, 3. Neutral, 4. Agree, 5. Strongly Agree)

Statements	1. Strongly Disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly Agree
I feel exposure to different roles and responsibilities encourages me to stay with the organisation.					
I am more likely to remain with the organisation if I can					

explore different areas of the organisation.					
I feel that cross functional job rotation leads to increased engagement and excitement, encouraging me to stay with the organisation.					
I feel more committed to my organisation because it provides diverse career experiences through cross functional job rotation.					
I feel more committed to the organisation post cross functional job rotation, as it promotes knowledge sharing and collaboration across departments.					

Section D: Flexible Working Hours Policy

15. Does the organisation provide you with a flexible working hour policy?

i. Yes ____ ii. No ____

16. When can you avail the benefit of flexible working hours?

i. During Weekdays ____ ii. During Weekends ____ iii. Both ____ iv. Not Applicable

17. Do you feel flexible working hours are beneficial?

Please tick the response to indicate the degree to which you agree to the statements given below based on your experience. (1. Strongly Disagree, 2. Disagree, 3. Neutral, 4. Agree, 5. Strongly Agree)

Statements	1. Strongly Disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly Agree
I feel that flexible working hours are beneficial because I face less traffic and reduced worries about safety during travel.					
I feel flexible working hours are beneficial because I can manage daily chores effectively.					
I feel flexible working hours are beneficial because I have time for family & friends.					
I feel flexible working hours are beneficial because I can pursue higher education.					
I feel flexible working hours are beneficial because I can complete banking/government/ medical tasks.					

18. How does the flexible working hours policy influence your decision to stay with the organisation?

Please tick the response to indicate the degree to which you agree to the statements given below based on your experience. (1. Strongly Disagree, 2. Disagree, 3. Neutral, 4. Agree, 5. Strongly Agree)

Statements	1. Strongly Disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly Agree
I value the freedom to adjust my work hours according to my personal needs and preferences, enhancing my willingness to stay.					
I think flexible work hours contribute to a better work-life balance, increasing my willingness to stay.					
I feel that flexibility in work hours positively enhances my willingness to stay.					
I feel flexible working hour policy demonstrates the organisation's commitment to my wellbeing, enhancing					

my willingness to stay.					
-------------------------	--	--	--	--	--

Section E: Higher Education

19. Does your organisation encourage or provide support for pursuing higher education?

i. Yes _____ ii. No _____

20. What type of facility for pursuing higher education is provided, or what would you prefer?

Please tick the response to indicate the degree to which you agree to the statements given below based on your experience. (1. Strongly Disagree, 2. Disagree, 3. Neutral, 4. Agree, 5. Strongly Agree)

Statements	1. Strongly Disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly Agree
Tie up with educational institutes.					
Subsidised education loan facility.					
Time flexibility to attend lectures along with the job.					
Reimbursement of fees.					
Leaves for examinations.					

21. Do you feel that pursuing higher education helps you grow in the current work profile?

i. Yes _____ ii. No _____ iii. Not Sure _____

22. How does the organisation's support for pursuing higher education impacts your decision to stay?

Please tick the response to indicate the degree to which you agree to the statements given below based on your experience. (1. Strongly Disagree, 2. Disagree, 3. Neutral, 4. Agree, 5. Strongly Agree)

Statements	1. Strongly Disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly Agree
I feel more loyal and committed to the organisation because of the support provided for pursuing higher education.					
I am inspired to stay because of the organisation investing in for pursuing higher education.					
I will stay in the organisation that encourages me to pursue my higher education. I will continue to stay in the organisation that provides opportunities for pursuing higher education.					
I feel more loyal and committed to the					

organisation because of the support provided for pursuing higher education.					
---	--	--	--	--	--

Section F: Employee Retention

23. Which of the below statements do you believe are important in influencing your decision to stay with the organisation?

Please tick the response to indicate the degree to which you agree to the statements given below based on your experience. (1. Strongly Disagree, 2. Disagree, 3. Neutral, 4. Agree, 5. Strongly Agree)

Statements	1. Strongly Disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly Agree
I think training and development leads to an increase in coordination between employees leading to retention.					
I want to continue working in the organisation if performance-based rewards and recognition are provided.					
I believe cross functional job rotation reduces the work monotony and encourages me to continue					

working.					
I feel satisfied and will continue to work if my organisation adopts flexible working hours policy.					
I am willing to continue working if provided with an opportunity for pursuing higher education by the organisation.					
My decision to stay in the organisation is dependent on the implementation of the above facilities by the organisation.					

Section G: Job Motivation

24. How motivated are you with your work, and how does this influence your decision to stay with the organisation?

Please tick the response to indicate the degree to which you agree to the statements given below based on your experience. (1. Strongly Disagree, 2. Disagree, 3. Neutral, 4. Agree, 5. Strongly Agree)

Statements	1. Strongly Disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly Agree

I am motivated by the rewards and recognition which I receive, that enhances my commitment to stay with the organisation.					
I am driven to stay with the organisation because of the growth opportunities offered to me.					
I feel motivated by the positive workplace culture and values, which strengthens my desire to stay in the organisation.					
I feel motivated by the support given by the peers/colleagues which encourages me to stay in the organisation.					
I feel highly motivated in my current role, which positively influences my decision to stay with the organisation.					

Section H: Job Satisfaction

25. How satisfied are you with your work, and how does this influence your decision to stay with the organisation?

Please tick the response to indicate the degree to which you agree to the statements given below based on your experience. (1. Strongly Disagree, 2. Disagree, 3. Neutral, 4. Agree, 5. Strongly Agree)

Statements	1. Strongly Disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly Agree
I feel satisfied since my job is aligned with my personal values and makes me stay with the organisation.					
I am satisfied with the level of recognition and appreciation I receive for my contributions at work.					
I believe my job provides me with opportunities for growth and advancement, enhancing my commitment to the organisation.					
I feel fulfilled and satisfied with the work I do, which makes me to stay with the organisation.					

I feel a sense of satisfaction, pride, and loyalty to the organisation due to its positive workplace culture influencing my decision to stay.					
---	--	--	--	--	--

Signature of the Respondent

Papers Published

EMPLOYEE RETENTION STRATEGIES ADOPTED BY ORGANISATIONS DURING LOCKDOWN IN ORGANIZED APPAREL RETAIL SECTOR

□ Mrs. Trupti Sachin Gupta*
Dr. Swati Sabale**

ABSTRACT

Many believe employee retention as connecting to the efforts by which employer's put efforts to retain the employees in their workforce. Employee Retention turns out to be tactic rather than result. It is essential to initially pinpoint the main driver of the maintenance issue before actualizing a program to address it. When distinguished, a program can be custom fitted to meet the special needs of the association. It is significant for representatives to comprehend their vocation way inside an association to spur them to stay in the association to accomplish their own vocation objectives. Through reviews, conversation and study hall guidance, representatives can all the more likely comprehend their objectives for self-improvement. Executive instructing can be utilized to construct skills in pioneers inside an association. Training can be valuable in the midst of hierarchical change, to build a pioneer's adequacy or to urge directors to execute instructing systems with peers and direct reports.

Keywords:- employee retention, situation due to COVID-19, new normal and perspectives of apparel retail sector during the crisis.

1. INTRODUCTION

Employee retention is an organisations capacity to hold its employees. Numerous authoritative and the executive factors influence work fulfilment for representatives and their inclinations to stay with or leave their managers. Organisations that have obviously set targets and have executives and staff who are answerable for creating results are viewed as more beneficial work environments. Further powerful administration gives assets important to employees to play out their positions well. Working connections that impact the maintenance of representatives incorporate help for administrative administration and collaborations with co-employees. A manager assembles positive connections and helps

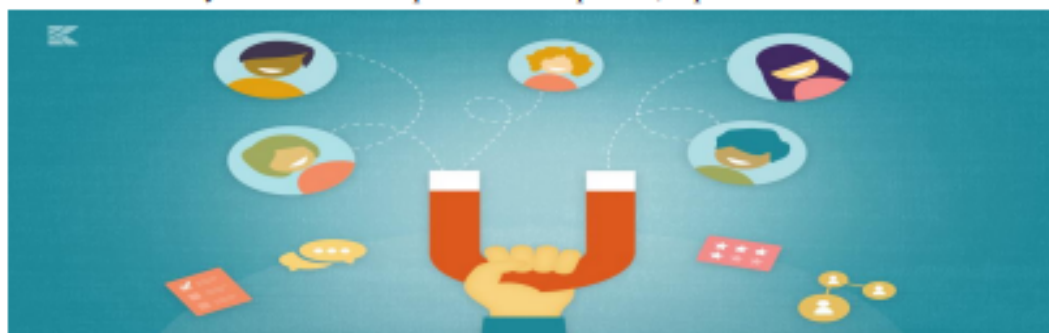
maintenance by being reasonable permitting adaptability giving criticism that perceive his exhibition and supporting profession arranging and advancement. Numerous people have encountered decrease in professional stability during the previous a very long while. The entirety of the cutting back, cutbacks, consolidations and acquisitions and association rebuilding have influenced representative duty, dependability and maintenance. As representatives meet and adapt to cutbacks and occupation decreases, the degrees of nervousness of the excess employees are expanding. Organizations which centre on nature of work, and security have higher maintenance levels. Unmistakable prizes individuals get for work come as instalments, motivations and advantages. Representatives

*Assistant Professor - HR, PTVA's Institute of Management

**Director - Hashmatrai and Gangaram Himathmal Mansukhani Institute of Management

regularly site better compensation or advantages as the explanation behind leaving one boss for another. Bosses do best with maintenance on the off chance that they offer serious compensation

and advantages, which implies they should be shut to what different representatives are giving and what people accept to be reliable with their capacities, experience and execution.



Many organizations think their employees are their asset. Companies not only provide great conditions but ensure that their employees are highly engaged. Therefore company needs to realize the importance of employee retention as a part of successful business. Retention means employer or company wishes that their employees don't quite their jobs. Success of any business mostly depends on retention of skilled employees. Employee turnover may result into losing knowledge and skills and may affect organization's effectiveness. If a company loses an employee then the effect is not only on losing productivity but also increases the cost of recruiting, selecting and training to a new employee. Every company always invest their time and money to motivate new joiner, also make them ready for any challenge and put them with employees in the organization. It is bad for company if their fully trained employees leave the organization thus retaining such employees is more important.

Retention of employees is an ability which keeps employees in an organization. Whereas employee turnover is employee leaves the company. But most of the time company's main motive is to stay back the employees in the organization. Efforts are taken to retain those employees who are valuable and contributing employees. To retain employees of company employer uses various techniques, programs, tools and resources for longer period of time.

Programs such as career development in that organization enhance people and help them to get employees' personal objectives with company's goals.

Providing good coaching will help to build leaders in a company. When there is situation of any change happen in a company that time coaching can be useful. Also some company gives special program to women to retain them to retain their talent and avoid turnover. On other hand, tools and resources use for retention include employee's survey, exit interview, consultants of employee retention and so on. There are some other paths to raising rate of retention in a company that is: greet and recognize employees' contribution, providing them feedback on their work. Making assure about company's reimbursement is equal, giving seminars, conclaves, arranging conferences to develop innovative ideas and communicate with them openly, keeping work-life balance of employees also offering changing time of work hours.

2. IMPORTANCE OF EMPLOYEE RETENTION IN APPAREL RETAIL SECTOR

The attire business is one of Indian economy's driving fragments and India's fundamental wellspring of unfamiliar trade profit. The maintenance of representatives is one of the central points of contention confronting this business. Holding the effective employees for progress is significant for the organisation.

Most representatives leave their work in the industry because of the measure of pay rates they get, work quality, hierarchical size, offices for transportation, troubles in discovering safe convenience, absence of inspiration, and so forth. The organization's administration must think about these elements and endeavour to defeat them, since when employees leave the association, it straight forwardly influences the association's development and execution. The director needs to keep his staff roused in light of the fact that propelled employees work with absolute responsibility and profitability. On the off chance that supervisor figures out how to defeat these causes, at that point employees will turn out to be more dedicated and faithful to the organization and stay in the association for a more drawn out timeframe. Genuine endeavours should be made to empower the representatives to remain happy with the current association and not attempt a progress. Representative maintenance is indispensable on the grounds that it carries advantages to the organization that incorporates: current worker aptitudes, capacity is perceived, social wellbeing, mentality, achievement is as of now being judged, inspiration and objective are obvious, change in accordance with the market atmosphere, enrolling and preparing costs won't be caused, etc. In this manner, maintenance of employees is a significant thought for the enterprises.

3. OVERVIEW OF APPAREL RETAIL SECTOR

The clothing and attire industry can be widely split up into two parts- cotton and filament, and cloth and attire. In India, the private textile industry was evaluated to reach about American dollars 223 hundred crores by 2021, from United States dollars 150 hundred crores in November 2017. In India cotton fibre production had been reached to 32.3 million packages in financial year 2020 (First Adv Est.). There was expectation of growth in private consumption in Financial Year 2019, to create well build private demand for textiles. To drive the demand for textiles there was rise in piercing of organized merchandise, favourable population tally, and increase in salary levels. As shown, India is the second greatest trader of

textiles and clothing in the world. In Financial Year 2019 provisional up to January 2019, fabrics production was stood about 58.1 hundred crores 10000 square centimetres.

By 2021, textiles and attire exports were expected to increase to United States dollars 82 hundred crores from India. As compared to Rs 247,277 crore (United States dollars 35.381) In Financial Year 2018, India's textile and attire exports was increased to 1.66 percent to Rs. 251,387 crores in Financial Year 2019. Longest contributor to total textile and attire exports from India is from manmade garments.

Retail trade operations: The industries in the attire industry set up retail breakup because there are number of reasons. Unique earmark gives an industry command over a lines picture and recognition where stores are committed. Several commands over earmarking and promoting at discount shops and particular impact is thinning further at the franchise stages which are relinquished by attire companies. Without worrying about competing labels, committed retail shops agree industry to climax its own produce. As compared to wholesale brethren retail stores are more profitable. An attire industry could give out the middleman and agents and expand paybacks by vending its own produce at retail trade. However, this strategy could be risky. Industry with retail performance have the attached load of locating shops positions with superior possibilities and control stocks while circumvent huge loss of value alternatively straight forward scheming and merchandising processed fabrics and padding large scale sequence. Exceptionally after purchasers are enlarging internet sharpness and have approach effectively wherever the network is another principal programme for the retail traders. Buyers can easily search out how they have to buy virtually and request for quick rectifying and fast delivering of the products they had purchased. Boon for the company can be direct sales through internet. Costly shop fronts and connected employees and thus are extra money making than conventional commerce.

To identify trends company investigator, analysis fiscal year vending. Highly seasonal attire sales at the retail size tends with the majority of revenue booked throughout the summit time interval that is in the course of day off and back to school time. The fiscal year production of the position can be unlocked for a year or more where retail spectators pivot on 'comparable stores' vends. How methodically a retail trader uses its surface area because sales is done by surface area, is another main benchmark that was measured. The success of retail-traders was detectable in their detailed evident and working edges as with the wholesalers. Factors such as adding loss of value and encouragements, and Selling, General & Administrative expenses influences retail margins.

The world largest attire retail sector is in United States on the globe. The entire advantage of marketing in apparel section was about dollar 292 hundred crores in year 2016. In U.S. the retail sales from clothing store will usually exceed to \$15 hundred crores per month and in December it will increase more than \$23 hundred crores. The larger share of revenues of retail attire was hold by girls and women as compared to boys and men. The female segment of attire retail sector in United States is more than males that is \$117 hundred crores of the females and \$87 hundred crores of males. Large market share within the attire retail industry there is no hold of any retailer. NIKE was always compatible with the sales of their attire segments causing revenue near to Dollar 5 hundred crores yearly which was their part in market was about 2.7%. Although market was always changing that makes the attire industry unique. The Buying experience for the customers was as easy as feasible which was made to recognize new customers' tendency, altered to them, and use applied science.

Retail trade attire industry fashion and analysis: By 2028, the retail trade attire production is predicted to reach \$ 400 hundred crores in entire trade. At that point, attire expending in china can crown \$ 500 hundred crores, to manage global industry created about \$ 1 trillion dollar. We could have \$ 5trillion

dollar industry then the universal trend industry receipts are adding up to these figure that are established on the garmenting and footwear we all use in our everyday life. In those coming years there were 3 trends that will assist to form this extension. Generating exponential experience for costumers that permit them to glimpse fashion trend choices through supplement, retail trade will continue to embrace the digital transformation.

Global scenario of attire manufacturing:

As Said by Jones In 2006 And Dicken in 2003, The attire and textile industries contributed towards National economy of many countries. The nature of attire industry is global, for reducing the employment value, the manufacturing facilities has been shifted from matured nations to the growing nations. In spite of cheap employment value, even in growing nations the garment or attire industry was cladding the most prominent challenge and is also because of the small manufacturing maturation of the product, less monotony, highly unsettled, quick market response and big level of urge purchase. Due to low profitability, dew of the attire producers were struggling to live in the matured nations. The edge of producing garments sectionally over producing in international markets comprises strictness to the merchandise and the capability to act to trend changes rapidly. Purchasing fresh material, plotting garments and attachments, producing specimens and organising for the presentation, dissemination and retailing of the completed products are some entrepreneurial functions which are involved in attire manufacturing which is most focused area by the local producers. Nations such as Bangladesh, India, China, Pakistan, Vietnam and Cambodia are some nations where universal clothing presentation has been moved and is moderately concentrating in.

Since 1 January 2005, the universal trade of attire and fabric goods was not prolonged ruled by allocation, when the concurrence was terminated on fabrics and clothing. Within the multilateral trading system, the worldwide trade was ruled by codification which with low labour

costs assisted in the stable growth of imports in the nations.

4. SITUATION DUE TO COVID-19

Coronaviruses are a family of respiratory viruses. Respiratory diseases can vary from common cold to more serious diseases, for example

- Respiratory Disease to the Middle East (MERS-CoV)
- Extreme Respiratory Acute Syndrome (SARS-CoV)

Another strain already unrecognized in people is a novel Covid (nCoV). When researchers know unequivocally what the Covid is, they call it (as on account of COVID-19, the infection that causes it is SARS-CoV-2). Covid is named for the manner in which they look under a magnifying instrument. The infection comprises of a core encompassed by a protein-spiked shell of hereditary material. This gives it the presence of a crown. The Latin word for Corona. Covids propose that "crown" is zoonotic, which infers that the infections are conveyed among people and creatures. MERS-CoV has been affirmed to be sent to people from dromedary camels, and SARS-CoV to people from civet felines. The SARS-CoV-2 (COVID-19) source still can't seem to be affirmed, however work is in progress to decide the zoonotic reason for the flare-up.

At the point when worldwide business pioneers battle with the COVID-19 pandemic, their staff and shoppers' wellbeing and prosperity should be the most elevated need. In the emergency, apparel and material organizations have just effectively utilized their resources, regardless of whether by giving over their manufacturing plants to make face veils or hand sanitizers, providing medical care representatives with items and administrations, or helping employees discover transitory work with enrolment firms. While the attire and design industry has confronted difficulties, especially in the US market, over the previous decade (on account of a blend of downturn post-quake tremors, expanded special limit, channel shifts, and an abundance of land), it has been on

a way of consistent if moderate development in the course of recent years, with intermittent brilliant spots in esteem and off-value designs. The circumstance today is not kidding. In light of existing income before premium, assessments, devaluation, and amortization (EBITDA) rates, 75 percent of North America's traded on an open market dress and design firms could have negative EBITDA or unreasonable net obligation to-EBITDA proportions following three-month store terminations. Those organizations will be in genuine money related difficulty dependent on their money status except if they make quick move. While it's too early to quantify COVID-19's toll on the fashion sector, the pandemic has certainly shaken some of the industry's foundations. Offline retail had already seen massive declines in sales and traffic at the start of the crisis—and now both have gone to zero. Most concerning of all is the plight of retail workers, many of whom (as of this writing) have been promised at least two weeks' compensation for scheduled shifts—but stores are unlikely to reopen within that time frame. Some retailers are exploring furloughs rather than layoffs; we are also seeing retailers furlough or reduce pay for corporate employees, as a way of showing solidarity with field workers and as a cash-saving measure. In the meantime, the number of Americans seeking unemployment benefits is expected to increase precipitously in the coming weeks. Online retail is not keeping pace. While consumer engagement with apparel and fashion brands may be up at this time—as more consumers find themselves at home, idly scrolling through social media—that traffic is not translating to conversion. Even retailers with higher online penetration, such as direct-to-consumer specialty-apparel players, face challenges as consumers pull back on discretionary spending. Many retailers report that e-commerce sales two weeks ago were flat compared with the same period last year and down 20 percent last week.

5. CONCLUSION

Improving the retention rates of employees in the apparel retail sector is crucial to maintaining productivity, increasing business growth and profits, and reducing turnover

intentions. However, retail business leaders continue to struggle to keep employees. Some business leaders in the small retail sector lack the strategies to improve the retention rates of employees. More research is needed to identify other strategies that will be effective in improving the retention rates of employees in the small retail sector. Retaining employees is crucial to business success. It is necessary to develop effective retention strategies to improve their own retention rates of employees and business practices.

REFERENCES

- https://en.wikipedia.org/wiki/Employee_retention
- <https://www.tarj.in/images/download/ajmr/AJMR%20NOVEMBER%202012%20COMPLETE%20-%20PDF/11.10%20Suniti%20Chandiok.pdf>
- <https://journal-archieves13.webs.com/896-906.pdf>
- <https://economictimes.indiatimes.com/industry/cons-products/garments/-/textiles/apparel-shopping-goes-phut-in-covid-19-crisis/articleshow/75136706.cms?from=mdr>
- <https://scholarworks.waldenu.edu/cgi/viewcontent.cgi?article=10241&context=dissertations>



Effectiveness of Strategies Adopted for Employee Retention in the organized Apparel Retail Sector

Trupti Sachin Gupte

HR, PTVA's Institute of Management

Swati Sabale

H & G. H. Mansukhani Institute of Management

Asawari Parsekar

PTVA's Institute of Management

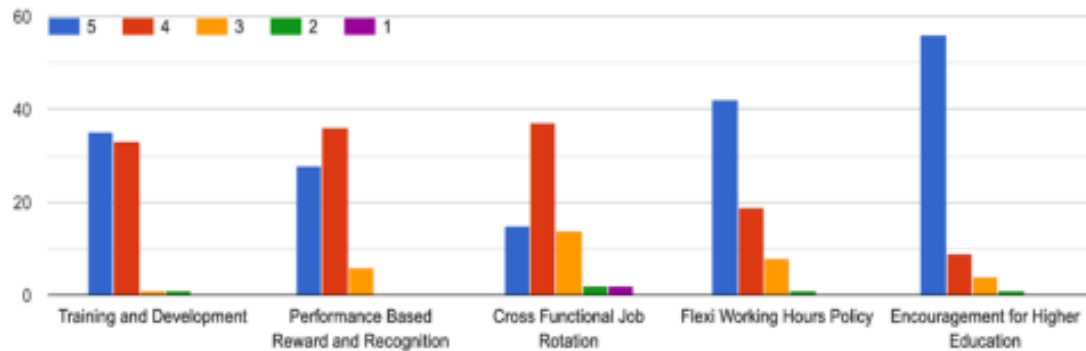
Abstract: Employee Retention is basically the goal of every organization to keep their hard-working and talented employees thereby reducing employee turnover by providing a positive and healthy atmosphere. Employee Retention is extremely important in every sector. The reason is the cost and the time any organization invests in hiring employees is humongous and to spend it over and over again is not feasible therefore every organization needs to focus on retaining employees. When it comes to the Retail Sector the attrition rates are generally high. In order to solve this problem organizations resort to strategies such as Flexible Work Hours, Training and development of Employees, Appreciation and Recognition, Engaging processes, rotational shifts etc. This study explains how effective the strategies adopted by the organised apparel retail sector are to retain employees.

Keywords: Employee Retention, Strategies, Organisation, Human Resources

I. Introduction

The goal of every organization is to earn revenues. Human Resources is one of the key factors from the perspective of every organization. Better efficacy and productivity of Human Resources better the profits of an organization. However, the rapid pace of industrialization and the increasing competition have made it difficult for organizations to retain their employees. Employees leaving an organization over a certain period of time voluntarily or involuntarily is employee turnover which has an impact on the business performance. Therefore, to increase overall business performance Employee Retention is critical and important for many organizations today. Organizations need employees that portray higher efficiency and productivity for their business to grow and sustain, which is the major goal for retaining employees. Organizations devise strategies and processes to lower employee turnover to retain critical talent.

25. Factors Motivating Employees to Work in Current Organisation



The above graph represents factors that motivate employees to work in current organization and the factors have been rated on a scale of 1 to 5 where 5 is the highest rating and 1 is the lowest rating. Training and Development is a factor that has got a rating of 5 by maximum employees and Performance-Based Rewards and Recognition have been rated 4 by most employees. Many employees have rated Cross Functional Job Rotation 4 and Flexi Working Hours Policy and Encouragement for Higher education both have been rated 5 by majority of the employees.

VI. Limitations

- **Sample Size:** The sample size of the survey is 70. It was difficult to interview more employees because of factors such as time constraints, restrictions in accessibility to cell phones during work hours of the employees, stringent policies of the organizations, and so on.
- **Geographical Region:** This employee has been conducted mainly in the Western Region of Mumbai and some amount of the responses account for the Central Region. The samples do not consist of responses from the Navi Mumbai Region.

VII. Conclusion

A Positive Work Environment plays a very crucial role for lower attrition rates. In order to retain employees that are assets to every organization, every organization should focus on designing policies that are conducive to the growth of Employees as well impactful for the overall success of the Organization. Factors such as Training and Development, Flexi Work Hours policy, Rewards, and Recognition, Encouragement to update skills and knowledge induce not only belongingness towards the organization among employees but also is a motivational factor that in turn enhances employee performance thereby maximizing Organisation Profits.

EMPLOYEE RETENTION STRATEGIES ADOPTED BY ORGANIZATIONS IN THE ORGANIZED APPAREL RETAIL SECTOR**Mrs. Trupti Sachin Gupte¹ and Dr. Tejashree Deshmukh²**¹Research Scholar and Assistant Professor - HR, PTVA's Institute of Management²Ph.D. Centre Head and Guide, Director - PTVA's Institute of Management**ABSTRACT**

Many believe employee retention as connecting to the efforts by which employer's effort to retain the employees in their workforce. Employee Retention turns out to be tactic rather than result. It is essential to initially pinpoint the main driver of the maintenance issue before actualizing a program to address it. When distinguished, a program can be custom fitted to meet the special needs of the association. It is significant for representatives to comprehend their vocation way inside an association to spur them to stay in the association to accomplish their own vocation objectives. Through reviews, conversation and study hall guidance, representatives can all the more likely comprehend their objectives for self-improvement. Executive instructing can be utilized to construct skills in pioneers inside an association. Training can be valuable in the midst of hierarchical change, to build a pioneer's adequacy or to urge directors to execute instructing systems with peers and direct reports.

Key Words: - Employee retention in retail sector, apparel retail sector and strategies adopted in organized apparel retail sector.

A. INTRODUCTION

A popular belief is that employee retention is a key connector for the business owners, to connect with the sustainability. Many believe employee retention as connecting to the efforts by which employer's effort to retain the employees in their workforce. Retention thus turns out to be more than a tactic rather than result. It is necessary at first to recognize the principle driver of the duration matter in front of completing an arrangement to manage it. At the point when prominent, a program can be standard fitted to meet the extraordinary needs of the association. An arrangement of undertakings stays alive to help increase worker maintenance.

It is huge for workers to comprehend their activity path inside an association to spike them to remain in the association to finish their own activity destinations. Through audits, discussion and study corridor direction, and workers can all the more probable appreciate their goals for personal growth. Executive training can be utilized to develop talent in settler within an association. Training can be important in the midst of hierarchical alteration, to build a settler's sufficiency or to advise directors to execute instructing systems with peeps and straight information. The training method starts with an review of the person's traits and open doors for progress. The concerns are then prearranged and intercessions are conveying to target key shortcomings.

As every age holds various requirements for the work environment, it is essential to understand the differences between these ages with respect to inspiration and commitment. Supervisors, particularly, must see how to deal with the dissimilarity among their immediate reports. It is to the greatest advantage of both the worker and the association to give information about the organization rapidly and viably to manage the fresh worker into the staff. By executing a compelling onboarding method, new employ turnover rates will reduce and effectiveness will increase.

D. CONCLUSION

Every organization uses various techniques or strategies to retain their employees in the organization. The retentions of the skilled labour helps the organization grow on continues basis. The retention strategies differ from organization to organization and sector to sector. The some of the commonly used strategies for employee retention in apparel sector are Onboarding Techniques, Training and Development, Job rotation, Performance Management, Flexi time/Flexible working hours, Compensation and Benefit, Higher Education, Work Environment, Employee Engagement, Employee Motivation.

These strategies of employee retention may differ as time changes and as the work culture and work environment changes as time changes. Last but not the least it is important for the organization to adapt to the changing trends and hence bringing new ways to retain their employees as per the market demands and demands of the work.

E. BIBLIOGRAPHY

- https://en.wikipedia.org/wiki/Employee_retention
- <https://www.tinypulse.com/blog/effective-employee-retention-strategies-for-the-retail-industry>
- <https://www.shopify.in/retail/how-to-minimize-employee-turnover-in-retail>
- <https://apparelresources.com/business-news/manufacturing/stitchworld-project-employee-engagement-apparel-industry/>
- <https://www.ibef.org/industry/retail-india.aspx>
- <https://smallbusiness.chron.com/factors-consider-putting-up-retail-store-80469.html>
- <https://www.goldnfiber.com/2016/07/overview-apparel-manufacturing-business-21st-century.html>
- <https://www.indiantradeportal.inhttps://ukdiss.com/examples/employee-performance-management.php>
- <https://buffer.com/resources/flexible-work-strategies/>
- <https://marksandspencerforbusiness.com/change-company-culture-and-transform-employee-morale/>
- <https://thethrivingsmallbusiness.com/compensation-strategy/>
- <https://economictimes.indiatimes.com/jobs/reliance-industries-takes-steps-for-talent-retention/articleshow/51971862.cms?from=mdr>

Paper Presented

Certificate



Parle Tilak Vidyalaya Association's
PTVA's Institute of Management

&
Deccan Education Society's Navinchandra Mehta Institute of Technology & Development
in association with
University of Mumbai

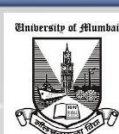
Virtual National Conference on Management & Technology (NCMAT 2021)

Certificate of Participation

This is to certify that Mrs. Trupti Sachin Gupte, Assistant Professor, Parle Tilak Vidyalaya Association's PTVA's Institute of Management participated/presented a paper titled **Employee Retention Strategies Adopted By Organisations During Lockdown In Organized Apparel Retail Sector** in Virtual National Conference on Management & Technology (NCMAT 2021) on the theme *Leveraging Technologies & Management Skills To Improve Economy During 'New Normal'* held on 6th March, 2021.

Dr. Samadhan K. Khamkar,
Conference Convener
Director, DES's Navinchandra Mehta Institute
of Technology & Development

Dr. Harish Kumar S. Purohit,
Conference Chair
Director, PTVA's Institute of Management



Parle Tilak Vidyalaya Association's PTVA's Institute of Management
in association with

University of Mumbai
&

Deccan Education Society's Navinchandra Mehta Institute of Technology & Development

National Conference on Management & Technology (NCMAT 2023)

Certificate of Participation

This is to certify that Ms. Trupti Gupte, Assistant Professor, of Parle Tilak Vidyalaya Association's PTVA's Institute of Management had Participated & Presented a paper entitled **Effectiveness of Strategies Adopted for Employee Retention in the Organized Apparel Retail Sector** in National Conference on Management & Technology (NCMAT 2023) (Hybrid Platform) on the theme *Transcending Business Paradigms: A Way Forward* held on 25th March, 2023.

Dr. Tejashree Deshmukh,
Conference Chair
I/c Director, PTVA's Institute of
Management

Dr. Anita Bobade,
Conference Convener
I/c Director, DES's Navinchandra Mehta
Institute of Technology & Development

Plagiarism Digital Receipt and Similarity Page



Digital Receipt

This receipt acknowledges that Turnitin received your paper. Below you will find the receipt information regarding your submission.

The first page of your submissions is displayed below.

Submission author:	Trupti Gupte
Assignment title:	phd
Submission title:	Trupti Gupte (Ph.D).docx
File name:	Trupti_Gupte_Ph.D_.docx
File size:	1.05M
Page count:	231
Word count:	54,908
Character count:	308,022
Submission date:	17-Feb-2025 04:45PM (UTC+0530)
Submission ID:	2561024634

The thumbnail shows the first page of the document, which is the title page. It features the text "Chapter 1" and "Introduction" centered on the page.

Chapter 1

Introduction

Trupti Gupte (Ph.D).docx

ORIGINALITY REPORT

3%	%	%	3%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to Indian Institute of Technology, Kharagpure Student Paper	<1 %
2	Submitted to University of Birmingham Student Paper	<1 %
3	Submitted to Royal Institution of Chartered Surveyors Student Paper	<1 %
4	Submitted to University of Wales central institutions Student Paper	<1 %
5	Submitted to Indian Institute of Management, Bangalore Student Paper	<1 %
6	Submitted to London School of Commerce Student Paper	<1 %
7	Submitted to 41850 Student Paper	<1 %
8	Submitted to University of London External System Student Paper	<1 %
9	Submitted to Stadio Holdings Student Paper	<1 %

Synopsis

Ph.D. SYNOPSIS

Analytical Study on the Effectiveness of Strategies Adopted for Employee Retention in Organised Apparel Retail Sector.

Submitted by:

Mrs. Trupti Sachin Gupte

Under the guidance of:

Dr. Tejashree Deshmukh

Centre:

**Parle Tilak Vidyalaya Association's Institute of Management
(PTVAIM), Mumbai**

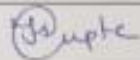
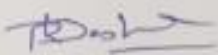
Submitted to:

University Of Mumbai

For

**Degree of Doctor of Philosophy in
(Commerce and Management)**

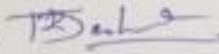
Ph.D. SYNOPSIS
Degree of Doctor of Philosophy in
(Commerce and Management)
University Of Mumbai

Name of Topic	:	Analytical Study on the Effectiveness of Strategies Adopted for Employee Retention in Organised Apparel Retail Sector.
Name of Student	:	Mrs. Trupti Sachin Gupte
Name of the Research Supervisor/Guide	:	Dr. Tejashree Deshmukh
Date of Superannuation	:	30/04/2033
Name of the Research Centre	:	Parle Tilak Vidyalaya Association's Institute of Management (PTVAIM), Mumbai
Registration Number and Date	:	01/26-04-2019
Signature of Student	:	
Signature of Research Supervisor/Guide	:	
Date of Submission of Synopsis	:	3/1/2025

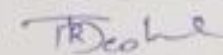
Seal of College



Head / Director



Research Centre



Director

PTVA's Institute of Management
 Trakar Kalkar Marg,
 and M. L. Dahanukar College,
 Parle (E), Mumbai-400 057

TABLE OF CONTENTS

Sr. No.	Topics	Page Number
1.	Introduction	1
2.	Literature Review, Research Gap and Statement of Problem	4
3.	Research Methodology	12
4.	Data Analysis and Interpretation	19
5.	Recommendations and Suggestions	45
6.	Conclusion	47
7.	Limitations of the Study	48
8.	Scope for Further Study	50
	References	52

LIST OF TABLES

Sr. No.	Table No.	List of Tables	Page Number
1	2.01	Variables, Key Components Related to the variables, Impact and the Reliability	10
2	3.01	Results of the Pilot Study	16
3	4.01	Classification of Duration of Work, Number of Training Programs Attended, Performance Based Rewards and Recognition Program	19
4	4.02	Classification of Satisfaction with Performance Based Rewards and Recognition Program, Undertaking Cross Functional Job Rotation	20
5	4.03	Classification of Benefits from Cross Functional Job Rotation, Provision of Flexible Working Hour Policy, Availing the Benefit of Flexible Working Hours	20
6	4.04	Classification of Support for Pursuing Higher Education, Growth due to Pursuing Higher Education	21
7	4.05	Summary of Reliability Statistics for the variables	21
8	4.06	Standardised and Unstandardised Regression Coefficients	22
9	4.07	Chi-Square Test Values for Training and Development	23
10	4.08	Spearman Rank Correlation for [Performance-Based Rewards, Employee Retention]	26
11	4.09	Chi-Square Test Values for Cross Functional Job Rotation	26
12	4.10	Chi-Square values for Flexible Working Hours Policy	28
13	4.11	Spearman Rank Correlation for [Higher Education * Employee Retention]	30
14	4.12	Spearman Rank Correlation for [Job Motivation* Employee Retention]	31
15	4.13	Spearman Rank Correlation for [Job Satisfaction * Employee Retention]	32
16	4.14	Summary of Factor Analysis for Employee Retention in the Organised Apparel Retail Sector	32
17	4.15	Summary Table of Hypothesis	37

LIST OF FIGURES

Sr. No.	Fig No.	List of Figures	Page Number
1	4.01	Unstandardised Estimates for Effectiveness of Strategies Adopted for Employee Retention	34
2	4.02	Standardised Estimates for Effectiveness of Strategies Adopted for Employee Retention	35

1: Introduction

1.1 Organised Apparel Retail Sector

Apparel retailing in India has gradually changed from being unorganised retail to organised one, comprising chain outlets, franchises and large standalone stores, driven primarily due to factors such as urbanisation, rising tendency to spend and government policies geared towards encouraging foreign direct investments. This Industry has a considerable share of the Indian GDP and provides many jobs. On the contrary, many challenges confront the sector, notably high turnover of employees, which hampers the stability and competitiveness of the operations. In as much as the existence of the sector is predicated on several skilled employees, it is also equally important to look at the issues of employee retention and what measures can be put in place to foster loyalty and satisfaction with the job.

1.2 Features & Segments of the Organised Apparel Retail Sector

This sector contains the following major segments of the data processing services market:

- T-Shirts- Famous for uniquely designed T shirts made of various materials, colours and sizes.
- Shirts. - Comprising formal and non-formal categories presented in various designs and fabric qualities.
- Jeans and Bottoms. - Focuses on the comfort and couture element, which greatly improves the image of the brand.
- Dresses and Skirts for Ladies- Event-driven, material content and variety based.
- Activewear – Of sports and utility nature, more so with the influence of celebrities who advertise them.
- Ethnic wear- Mostly handcrafted, this wear is very popular during festive seasons.

1.3 Work and Employment Characteristics in Organised Apparel Retail Sector

Employment in the organised apparel retail sector involves a mix of full time, part time and those who are paid on commission employees. Key staffing positions include visual merchandising, inventory management, marketers, and store managers all of whom help in improving customer engagement and brand experience. Strong and loyal as they

are, permanent employees, are preferred for product knowledge and service consistency, are quite useful in doing away with service inconsistencies in product delivery, especially in Malls type of work layouts. On the other hand, although contractual employees, offer a great level of convenience from a talent count perspective, however they lack a brand loyalty and alignment and hence the need to retain permanent and dedicated employees.

1.4 Growth Factors for the Organised Apparel Retail Sector.

A few of such factors are:

- Urbanisation and Change in Lifestyles – The increase in organised retailing can be attributed to the expanding middle class and the urban population.
- Economic Reforms - The process of liberalization has allowed foreign brands to enter the market, which has intensified competition as well as the growth of local brands.
- Real Estate and Mall Development – There has been improved management of these areas, increased construction of shopping malls making them easier to access and more visible.
- Cultural Factors and Changing Economies- Malls have become centres of socialization and entertainment and increasing number of people prefer shopping in malls.

These trends underline the importance and need for retaining such high performing and dedicated employees in a highly competitive and full of poaching work environment.

1.5 Impact on Formal and Informal Sectors

The increase in organised activity in the retail business has also increased the demand for better and more varied products in both formal and informal sectors. It has, in turn, encouraged the technological enhancement of manufacturing processes, improvement of the sectors, creation of economic activities and processes which incorporate contracts to enable stabilization within the sector.

1.6 Prominent Indian Brands and Market Performance

India's Organised Apparel Retail market was valued at \$55 billion in 2021 and is expected to grow at a faster pace touching \$135 billion by 2026. Prominent brands Biba, Flying Machine, John Players, and Louis Philippe have been franchised via single-brand retail and multi-brand retail. The sector has employed almost 35 million people besides the organised retail which generated about \$88 billion revenue in 2023. The rising trend of e-commerce also indicates the transformation and growth in the sector.

1.7 Employee Turnover and Challenges

Organised apparel retail faces a high amount of workforce turnover thereby leading to significant training and recruitment costs. Turnover is influenced by due to low salaries, poor fringe benefits, and insufficient career progression prospects etc. For instance, pay hike is often cited by most millennials as a factor that contributes to their exit from the company. Moreover, frustrations about insufficient appreciation, workplace pressures, and office politics cut across all ages. It is important to deal with these issues for the stability of the workforce and for achieving a competitive edge.

1.7.1 Employee Retention Challenges

Retention is vital in ensuring that costs do not escalate, and productivity is maintained. Lower revenue margins limit their ability to attract and retain employees and offer them competitive pay. This is especially in the case of smaller brands as opposed to bigger more established brands. Other challenges include lack of encouragement from peers or team leaders and training that is not adequate or completely absent.

1.7.2 Challenges in the Organised Apparel Retail Sector

This sector suffers from several challenges which are listed below –

- **High Employee Turnover:** It becomes a problem when skilled employees are not retained therefore affecting service delivery and consistency of the brand.
- **Competition:** Price sensitivity is increased due to the presence of both local and foreign brands, and this curtails profitability.
- **Supply Chain Liabilities:** Particularly in tier-2 and tier-3 cities, supply chain constraints make work very difficult.

- **Growing Costs of Doing Business:** Expenses such as rental charges and other utility costs for locations that are strategic high reduces the profit margins.
- **E-commerce Competition** - Online retailing, with lower overhead costs, pressures traditional retailers to adopt digital channels.

Addressing these challenges is crucial for the sector's sustainable growth and competitive workforce retention.

1.8 Current and Future Trends

The newer trends that are transforming the organised apparel retail sector include:

- **Omnichannel approaches** – The mechanisms to combine the physical and the online worlds- Greater scope and income.
- **Personalisation and AI** - There is the use of increased use of AI personalisation and VR and AR in shopping.
- **DTC (Direct to Customer) Strategies** – Outreach with the customers is more plausible as heavy reliance on middlemen is avoided.
- **Eco-friendly Outfits** – There is a high consumption of organic products that calls for employees trained on the sustainable development goals.
- **Smart Retail** - In such cases although the stores are visually stunning, there is a high demand of technically oriented persons.

The organised apparel retail in India is service oriented and thus expects a high level of interaction between the employees and the customers. Compared to other fields, such as IT and automotive, there is a greater emphasis on employees' primary retention strategies, which include periodic training and advancement of ranks for the employees. This research states that for effective service delivery in the face of changes in the industry, a core group of employees must be retained.

2: Literature Review, Research Gap and Statement of Problem

2.1 Introduction

The organised apparel retail space in India, driven by both domestic and international players have created a very competitive business environment which makes the sector

to depend on a very competent and committed workforce. The Literature review looks at the core of the problem ~ employee retention. The literature review examines various strategies that have positive impact on retention and inspects key moderating factors such as job satisfaction and motivation. The literature review is from the year 2010 onwards to make sure that both the past and the present retentions aspects taken into consideration.

2.2 Employee Retention in Organised Apparel Retail

Yurchisin & Park (2010) asserted in the study that employee retention has often been considered as a crucial aspect in each industry primarily due to the need to ensure employees who perform better continue to work with the same firm. Hence, the need for employee retention arises due to the need to ensure higher and better employee performance when compared to competitors. The motivation aspect is also highlighted suggesting employee retention activities are also carried out with the aim of motivating employees to engage in professional development and work in a more effective manner leading to objective and goal achievement.

The study conducted by Mohammed (2012) shall also be analysed as it examined different HRM activities and noted several of them though are done in order to prepare for future leaders and ensure higher performance levels, such can also contribute to higher levels of employee retention which ranges from activities like providing higher incentives based on better performance, allowing flexibility in work, providing different monetary as well as non-monetary incentives, and finally engaging in the deployment of different training and development programs hence benefiting both objectives of HRM and leadership.

2.3 Training and Development as a Retention Strategy

The influence of training and development opportunities which are provided by the organisations is noted to have a significant impact on the employee retention process as asserted by WMTNK & Dilanthi (2019). This study however does not consider training programs to be deployed for all employees but rather suggests doing so for employees for which a high potential level has been noted and training them can aid in

keeping them in business which can aid firms to have a higher rate of performance and better rate of profitability. Hence, these scholars considered training as a selective strategy.

Kaur & Sharma (2017) who noted that organised retail sector is always in demand of talented and skilled employees which is becoming more crucial considering the growth of competitors. Under such a scenario it has been argued that firms need to ensure the employees they have recruited and selected are provided adequate training and then retained, so combining training and development programs with the aim for employee retention serves both goals which suit the needs of the organised retail sector.

2.4. Performance-Based Rewards and Recognition

Mittar (2014) asserted in the study that rewards, and recognition systems have been only noted to work in case such is done through what employees consider a fair appraisal method and does not involve any form of discrimination or other practices which can negatively influence both employee satisfaction and hence also negatively influence employee retention which needs to be carefully considered by management. Thus, transparency and fairness are crucial in this strategy.

Rewards, as well as recognition which is provided by the company to employees, is also considered a significant strategy in a study conducted by Hussain & Rehman (2013) who asserted that such leads to employee retention as employees feel the company is positively recognising the dedicated efforts done by employees and is giving them monetary and non-monetary considerations which are more than the regular compensation and hence also acts as a strategy for better performance. Hence, the reward system promotes performance and retention.

2.5. Cross-Functional Job Rotation

Job rotation has been noted to lead to better work practices and conditions as noted in a study conducted by Khan et al., (2023). Here, it has been noted such tends to address collaboration and employee perspectives challenges, both of which have been further noted as aspects which can lead to higher levels of employee turnover and hence get addressed by cross-functional job rotation. This strategy, in addition to this, also aids in ensuring employees have a better idea of the entire ecosystem and how each job role

contributes leading to a sense of belonging which as well further improves retention rate.

The potential improvement of employees due to engaging in job rotation has been analysed in the study which has been conducted by Pervin & Khan (2022) who further argued that such can help organisations identify candidates who have maximum potential and can aid firms to achieve organisational goals if they continue working in the same firm or are promoted to top positions. This aspect can help firms that want to engage in the adoption of employee retention strategies dedicated to specific employees and hence also aid firms in achieving both short-term and long-term objectives.

2.6. Flexible Working Hours Policy

Dahiya & Nandal (2021) in their study has asserted that a flexible working hours policy can lead to a higher level of employee engagement which will lead to a higher level of employee retention in the organisation. In such an aspect, it shall be noted that adoption of a flexible working hours policy is often considered a major aspect which leads to several benefits to the firm in terms of improvement in employee productivity and employee performance, and at the same time, leads to employee retention. Thus, firms have significant advantages when adopting such policies.

Adoption of flexible working hours has been connected to higher levels of rest hours which are available to employees making them more productive and efficient and at the same time, also ensuring they continue staying with the organisation as affirmed in the analysis of a study conducted by Quddoos et al., (2022). With the need for ensuring better performance of employees and navigating competition, it can be inferred that this strategy can be crucial for firm performance and hence also employee retention rates.

2.7. Higher Education

Coetzee & Baker (2015) asserted that several organisations are adopting higher education facilities for employees, in which employees take care of expenses and other aspects which are associated with higher education of employees. Such aspects are considered to aid in career growth and development of skills within employees who will continue working with the organisation and hence act as a strategy for both career

development as well as employee retention, hence providing future leadership talent for the organisation.

Panda et al., (2022) asserted that firms can provide higher education opportunities and aspects to employees by providing two major aspects, namely monetary contribution in the form of certain or complete fees and providing study leave, with the aim that employees gain necessary skills under educational institutions and continue working with the organisation.

2.8 Moderating Role of Job Motivation

The impact of employee motivation on job satisfaction has been established through a logical framework in a study conducted by Tiwari (2021) who asserted that such is ensured as motivated employees tend to work in a more productive manner and at the same time, stay more loyal with the organisation which leads to a reduction in employee turnover hence providing dual benefit to the organisation. This study also connected both job satisfaction and job motivation for which both are being adopted as two crucial moderators in the current study which influence the relationship between different retention strategies and employee retention.

The study by Hutomo & Nawangsari (2024) has also critically evaluated the need for employee motivation as it noted that employees being human beings always look for better opportunities in the workplace, better career opportunities, and better professional development chances, all of which have been covered under different strategies here which focus on improving employee retention. Hence, it can also be inferred that such strategies can influence the level of job motivation and hence lead to employee retention which will be empirically evaluated in the current study to better address the gaps.

2.9 Moderating Role of Job Satisfaction

A positive relationship has been noted between job satisfaction and employee retention in a study conducted by Saragih et al., (2022) who also observed that such a relationship holds under different leadership styles. Hence, it can be inferred that irrespective of any leadership style which is adopted, leaders need to ensure a higher level of job

satisfaction which is noted to motivate them to work productively and continue working in the same organisation. The influence of job satisfaction has also been noted in the relationship between training programs and employee retention in this study.

Sainju et al., (2021) noted the prevalence of job satisfaction as an attribute influencing employee retention can also be discovered and established in an actual setting if such is done through analysing employee entrance as well as exit surveys which are done in prominent organisations to evaluate what practices lead to employees quitting the organisation. Thus, job satisfaction as an actor has been noted to have a significant presence throughout the employee job cycle in the firm operations.

2.10 Research Gap

The study of the existing Literature review, reveals two significant research gaps, as follows:

1. Industry-Specific Empirical Evidence: In organised apparel retail industries limited studies exists explicating the identified retention strategies and how they influence those retained employees. The existing research concentrates mainly on broad category such as retailing which do not account for the unique challenges that apparel retailers' human resources face in India.

2. Role of Moderators: While job satisfaction and motivation are recognised as influential, there is limited empirical evidence as to the extent of their moderation impact on the application of various retention strategies, within the scope of apparel retail. Addressing this gap will provide valuable insights for tailored retention solutions.

2.11 Statement of Problem

The organised apparel retail sector is characterised by high attrition levels and poaching of employees, thus making it vital for organisations to retain loyal and productive employees. Although organisations spend a lot of time and money trying to improve working conditions and paying better salaries and promoting careers, little is known about the effectiveness of these strategies.

Many organisations attempt to measure the effectiveness of the strategies implemented, on the parameters of job satisfaction and loyalty. However, in most cases it's not done in a systematic manner and as such this leads to wastage of resources and lack of exploration for better retention measures. The gap in understanding this problem causes high rates of turnover and loss of the opportunity to enhance retention of the employees.

The study seeks to bridge this gap by critically evaluating the existing retention practices in the organised apparel retail sector. The aim is to assess the effects of these strategies on retention of employees, identify the strategies that work best and make recommendations about improving retention. By understanding the efficacy of these strategies, organisation can focus on employee retention, build a more loyal workforce and improve the business margins.

The research investigates the mechanisms currently in place within the organised apparel retail sector in India and evaluates the range of employee retention strategies and the effectiveness of such strategies. The study has involved responses from through a quantitative data survey of 1,004 employees working in organised apparel retail sector, located in Mumbai Metropolitan Region.

2.12 Conceptual Framework for Employee Retention

The conceptual framework mentioned, is built based on the SEM which has studied the relationship between the independent variables, moderating variables and the dependent variable (employee retention) offering key insights into the relationships. The Structural Equation Modelling (SEM) framework has given us a detailed and integrated perspective on the factors that affect the employee retention in the organised apparel retail sector. The framework through the SEM has established the significance of the multi variable approach as critical drivers for retention.

Table 2.01: Variables, Key Components Related to the Variables, Impact and the Reliability

Variable	Key Components	Impact	Reliability (Cronbach's Alpha)

Training and Development	- On-the-job and off-the-job training.	- Enhances peer coordination and reduces absenteeism.	0.872
	- Methods: Role plays, management games, mentoring.	- Improves job stability and prepares employees for career growth.	
Performance-Based Rewards and Recognition	- Salary increments, certificates, event invitations.	- Motivates employees and enhances job satisfaction.	0.858
	- Transparent reward systems linked to performance.	- Reinforces commitment and loyalty.	
Cross-Functional Job Rotation	- Exposure to varied roles and departments.	- Reduces monotony, increases engagement, and promotes knowledge sharing.	0.845
	- Opportunities for collaboration and career diversity.	- Builds employee commitment.	
Flexible Working Hours Policy	- Offers reduced commuting stress and enhanced work-life balance.	- Increases loyalty by demonstrating organisational care	0.847

	- Provides flexibility for personal and professional priorities.	for employee well-being.	
Higher Education Opportunities	- Subsidised loans, fee reimbursements, and flexibility for classes.	- Fosters loyalty and long-term commitment by valuing employees' educational aspirations.	0.824
	- Support for career growth through educational opportunities.		
Job Motivation	- Driven by growth opportunities, workplace culture, and peer support.	- Amplifies retention strategies' effectiveness by fostering engagement and drive.	0.842
Job Satisfaction	- Alignment of job roles with personal values.	- Promotes loyalty through recognition, fulfilment, and pride in work.	0.851
	- Influenced by workplace culture and appreciation for contributions.		

Key insights are as follows,

1. High Variance Explained

- With an R-Square value of 0.535, the model accounts for 53.5% of the variation in employee retention, indicating that the selected variables strongly contribute to predicting employee loyalty and commitment.

2. Significant Contributions of Variables

- Higher Education ($\beta = 0.290$) emerged as the most impactful factor, showing that organisations that invest in employees' educational aspirations experience higher retention rates.
- Cross-Functional Job Rotation ($\beta = 0.241$) ranked second, highlighting its effectiveness in reducing monotony and enhancing engagement through diverse role exposures.
- Other variables like Training and Development ($\beta = 0.146$), Flexible Working Hours ($\beta = 0.121$), and Performance-Based Rewards and Recognition ($\beta = 0.136$) also significantly influenced retention, emphasizing the need for a holistic retention strategy.

3. Role of Moderating Variables

- Job Motivation ($r_s = 0.541$) and Job Satisfaction ($r_s = 0.513$) were found to moderate the relationships between the independent variables and employee retention. These findings reinforce the importance of fostering a positive work culture, aligning job roles with personal values, and creating growth opportunities to sustain employee commitment.

4. Reliability and Validity

- All variables demonstrated high internal consistency, with Cronbach's Alpha values exceeding 0.8, confirming the reliability of the constructs. The statistical significance of hypothesis testing further validated the causal relationships among the variables.

The model underlines the importance of adopting integrated strategies to ensure an employee retention. It helps the organisations in the building a blueprint for long term employee engagement.

3: Research Methodology

3.1 Introduction

This research included collection of primary as well as secondary data. The study is conducted to analyse the various employee retention strategies adopted by organised apparel retail sector to retain their employees. A very large proportion of the data collected for the purpose of the research is primary in nature. A small proportion of secondary data has been reviewed for conceptual understanding and determining the broad areas that need to be explored and understood. The collected information has been reviewed, sorted and analysed by using appropriate statistical tools, considering the contextual factors to draw inferences.

Research Design

The research design used in this study included both Exploratory research design and Descriptive Research Design.

3.2 Variables for the Study

Dependent Variable for this study is

- Employee Retention

Moderating Variables for this study are as follows:

- Job Motivation
- Job Satisfaction

Independent Variables for this study are as follows:

- Training and Development
- Performance-Based Rewards and Recognition
- Cross Functional Job Rotation
- Flexible Working Hours Policy
- Higher Education

Literature has been reviewed from various sources like journals, newspapers, magazines, websites which provided deep insights to the study of aspects related to Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction to determine Employee Retention.

3.3 Objectives

1. To investigate the need for systematic and formal retention strategy in organised apparel retail sector.
2. To study the effectiveness of the Training and Development adopted by the organisation and identify whether it results in enhanced coordination among employees, leading to retention.
3. To study if Performance-Based Rewards and Recognition influences employee retention.
4. To study and analyse whether Cross Functional Job Rotation leads to employee retention.
5. To study and analyse if the Flexible Working Hours Policy enhances the overall job satisfaction among employees in the organisation leading to employee retention.
6. To study the impact of Higher Education in retaining employees.
7. To study the role of Job Motivation as a moderator in influencing the relationship between employee retention strategies and employee retention.
8. To investigate the impact of Job Satisfaction as a moderator in influencing the relationship between employee retention strategies and employee retention.

3.4 Formulation of Hypothesis

The following statements have been formulated to determine the Employee Retention in the Organised Apparel Retail Sector:

H₁₀ - Training and Development does not have a significant impact on enhanced coordination between employees leading to retention.

H1_A - Training and Development has a significant impact on enhanced coordination between employees leading to retention.

H2₀ - Performance-Based Rewards and Recognition does not have a positive influence on employee retention.

H2_A - Performance-Based Rewards and Recognition has a positive influence on employee retention.

H3₀ - Cross Functional Job Rotation does not reduce the work monotony and does not have a positive relationship for retaining employees.

H3_A - Cross Functional Job Rotation reduces work monotony and has a positive relationship with retaining employees.

H4₀ - Flexible Working Hours Policy does not enhance the overall job satisfaction among employees in the organisation and does not lead to employee retention.

H4_A - Flexible Working Hours Policy enhances the overall job satisfaction among employees in the organisation and leads to employee retention.

H5₀ - Organisations encouraging employees to pursue Higher Education do not have a positive impact on retention.

H5_A - Organisations encouraging employees to pursue Higher Education has a positive impact on retention.

H6₀ - Job Motivation does not moderate the influence of employee retention strategies (Training and Development, Performance Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, and Higher Education) on employee retention in the organised apparel retail sector.

H6_A - Job Motivation moderates the influence of employee retention strategies (Training and Development, Performance Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, and Higher Education) on employee retention in the organised apparel retail sector.

H7₀ - Job Satisfaction does not moderate the influence of employee retention strategies (Training and Development, Performance Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, and Higher Education) on employee retention in the organised apparel retail sector.

H7_A - Job Satisfaction moderates the influence of employee retention strategies (Training and Development, Performance Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, and Higher Education) on employee retention in the organised apparel retail sector.

3.5 Data Collection

Primary Data

The primary data required for the research was collected using the survey method with a detailed self-administered questionnaire among the respondents to study the impact of [Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction to determine Employee Retention].

Secondary Data

Sources of secondary data for the study included the national and international journals, research articles, books, newspapers, research reports by reputed agencies and online data sources related to the Employee Retention in the Organised Apparel Retail Sector have been reviewed. In addition, online reports published by many popular newspapers, online news journals were used for the study as per the list attached in the references.

3.6 Questionnaire Design

The questionnaire has been designed by using both measurement and rating scales. The measurement scales include Nominal scale and Likert rating scale in this study. Likert rating scale has been used as a type of rating scale. Nominal scale has been used to understand the profile of the respondents like [Gender, Age, Educational Qualification and Designation] for the employees from Organised Apparel Retail Sector.

3.7 Pilot Testing of the Questionnaire

In the research, a set of statements of questionnaire was developed to analyse influence of [Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction to determine Employee Retention]. The pilot study was conducted from 100 respondents each through questionnaire to obtain their responses influencing the Employee Retention in the Organised Apparel Retail Sector. During the pilot study, reliability has been tested for using Cronbach Alpha(α) found to 0.8 for all the research variables included in the research.

Table 3.01: Results of the Pilot Study have been summarised as follows:

Variables	Cronbach's Alpha (α)
Training and Development	0.831
Performance-Based Rewards and Recognition	0.826
Cross Functional Job Rotation	0.811
Flexible Working Hours Policy	0.814
Higher Education	0.829
Job Motivation	0.819
Job Satisfaction	0.822
Employee Retention	0.815

After the pilot study, questionnaire has been designed and the reliability and validity for the statements related to the Influence of [Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction to determine Employee Retention] have been evaluated for internal consistency and accuracy among the variables included in the research.

3.8 Sampling Design

The components like Sample Universe, Sampling Unit, Sample, Sample Size and Sampling Method have been covered under Sampling Design.

- **Sample Universe:** It constitutes the employees belonging to shopping malls and standalone stores of branded apparel in Central, Western and Harbour of Mumbai suburbs to determine Employee Retention.
- **Sampling Unit:** The sampling unit included the employees belonging to shopping malls and standalone stores of branded apparel in Central, Western and Harbour of Mumbai suburbs to determine Employee Retention.
- **Sample:** The sample includes proportion of the employees belonging to shopping malls and standalone stores of branded apparel in Central, Western and Harbour of Mumbai suburbs to determine the influence of Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction on Employee Retention.
- **Sample Size:** The target population is the employees belonging to shopping malls and standalone stores of branded apparel in Central, Western and Harbour of Mumbai suburbs towards Employee Retention. The employees belonging to Organised Apparel Retail Sector from Central, Western and Harbour of Mumbai suburbs towards Employee Retention by using the Confidence Interval Method.

- **Determination of Sample Size using Confidence Interval Method:**

$$n = \{(z s/e)^2\}$$

where n is the sample size

z is the selected critical value of desired confidence level = 1.96,

s is the sample standard deviation [$s = \text{maximum} - \text{minimum}/6$], the questionnaire is designed by using 1 to 5 scale,

s value will be $(5-1)/6 = 0.66$

$e = \text{tolerable error} = 0.05 = 5\%$

$$n = \{(zs/e)^2\} = (1.96 \times 0.66 / 0.05)^2 = 669.36 = 669 \text{ (rounded)}$$

Hence a sample size of 669 employees need to be considered for this study. In order to represent more sampling elements, the sample size has been finalised as 1004.

- **Sampling Method:** The sampling Method used to select the sample of 1004 employees belonging to organised apparel retail sector from Central, Western

and Harbour of Mumbai suburbs to determine the impact of Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction on Employee Retention by using Snowball Sampling and Convenience sampling method. Both are the types of non-probability sampling.

By using Snowball sampling or Referral sampling, a sample of 1004 employees belonging to organised apparel retail sector of Central, Western and Harbour of Mumbai suburbs from the available references. After Referral sampling, convenience sampling method has been used for selecting 1004 employees belonging to organised apparel retail sector.

By using Convenience sampling method, the most accessible population can be identified. Based on the willingness, availability and their readiness, the information was collected. The impact of Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction on Employee Retention from selected areas of Central, Western and Harbour of Mumbai suburbs have been easily obtained through convenience sampling. The information has been collected from those respondents who are knowledgeable and ready to share the information about the effect of Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction on Employee Retention. Convenience sampling minimizes the non-response errors.

3.9 Research Area

The research area has been from Central, Western and Harbour of Mumbai suburbs to derive the effect of the Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction on Employee Retention.

3.10 Statistical Tools Used

The present research work is to test the effect of Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction on Employee Retention. Both Descriptive Statistics & Inferential Statistics have been used for data analysis and interpretation.

4: Data Analysis and Interpretation

4.1 Introduction

Data analysis has been classified into Descriptive analysis & Inferential Analysis. The data has been analysed by using IBM SPSS Statistics 29.

Descriptive analysis

For doing the descriptive analysis, the simple percentage method has been used to calculate the frequencies and has been represented by using Pie Chart.

Inferential analysis

Inferential analysis has been used to derive the logical conclusions of the samples. The following techniques has been used in the inferential analysis.

- Spearman Rank Correlation, Chi-Square Test, Reliability Analysis, Multiple Regression, Factor Analysis and Structural Equation Modelling (SEM)

Descriptive Analysis for

Table 4.01: Classification of Duration of Work, Number of Training Programs Attended, Performance Based Rewards and Recognition Program

Duration of Work	Frequency	Percent
Less than 12 months	305	30.4
Between 1–2 years	349	34.8
More than 2 years	350	34.9
Total	1004	100.0
Number of Training Programs Attended	Frequency	Percent
Less than 5	569	56.7

6-10	232	23.1
11-15	140	13.9
More than 15	63	6.3
Total	1004	100.0
Performance Based Rewards and Recognition Program	Frequency	Percent
No	35	3.5
Yes	969	96.5
Total	1004	100.0

Table 4.02: Classification of Satisfaction with Performance Based Rewards and Recognition Program, Undertaking Cross Functional Job Rotation

Classification of Satisfaction with Performance Based Rewards and Recognition Program	Frequency	Percent
No	520	51.8
Yes	484	48.2
Total	1004	100.0
Undertaking Cross Functional Job Rotation	Frequency	Percent
No	58	5.8
Yes	946	94.2
Total	1004	100.0

Table 4.03: Classification of Benefits from Cross Functional Job Rotation, Provision of Flexible Working Hour Policy, Availing the Benefit of Flexible Working Hours

Benefits from Cross Functional Job Rotation	Frequency	Percent
No	515	51.3
Yes	433	43.1
Not Sure	56	5.6
Total	1004	100.0
Provision of Flexible Working Hour Policy	Frequency	Percent

No	493	49.1
Yes	511	50.9
Total	1004	100.0
Availing the Benefit of Flexible Working Hours	Frequency	Percent
During Weekdays	628	62.5
During Weekends	131	13.0
Both	140	13.9
Not Applicable	105	10.5
Total	1004	100.0

Table 4.04: Classification of Support for Pursuing Higher Education, Growth due to Pursuing Higher Education

Support for Pursuing Higher Education	Frequency	Percent
No	534	53.2
Yes	470	46.8
Total	1004	100.0
Growth due to Pursuing Higher Education	Frequency	Percent
No	311	31.0
Yes	301	30.0
Not Sure	392	39.0
Total	1004	100.0

Inferential Analysis

Table 4.05: Summary of Reliability Statistics for Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction to determine Employee Retention in the Organised Apparel Retail Sector

Variables	Cronbach's Alpha (α)
Training and Development	0.872
Performance-Based Rewards and Recognition	0.858
Cross Functional Job Rotation	0.845
Flexible Working Hours Policy	0.847
Higher Education	0.824
Job Motivation	0.842
Job Satisfaction	0.851
Employee Retention	0.839

Conclusion

Based on the summary of reliability, it can be inferred that the value of Cronbach's Alpha (α) found to be more than 0.8 which shows the internal consistency for all the variables included in the research consisting of Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction to determine Employee Retention in the Organised Apparel Retail Sector.

Test of Validity for Employee Retention in the Organised Apparel Retail Sector

In the present study, Multiple Regression Analysis of [Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction to determine Employee Retention has been tested as a tool of validity. Collinearity has

been used an inbuilt measure to determine the effect of independent variables called as predictors on dependent variable called as criterion.

Table 4.06: Standardised and Unstandardised Regression Coefficients

	Unstanda rdised Coefficie nts	Standard ised Coeffi cients				
Variables	B	Beta	t	Sig.	Toleranc e	VIF
(Constant)	13.935		5.869	.000		
Training and Develop ment	.079	.146	4.003	.000	.689	1.125
Performa nce- Based Rewards and Recogniti on	.158	.136	3.039	.003	.591	1.691
Cross Functiona l Job Rotation	-.197	.241	6.793	.000	.741	1.062
Flexible Working Hours Policy	.098	.121	2.517	.012	.511	1.958

Higher Education	.363	.290	6.419	.000	.581	1.720
Job Motivation	.140	.248	5.517	.000	.588	1.701
Job Satisfaction	.066	.063	1.353	.037	.542	1.845

Inference:

The significance levels less than 5% indicate that null hypothesis can be rejected. It can be inferred that independent variables [Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, Higher Education, Job Motivation and Job Satisfaction] are influential to determine Employee Retention.

The tolerance more than 5% and Variance Inflation Factor (VIF) less than 10 indicates that the effect of independent variables on dependent variable can be determined effectively. VIF is a measure of multicollinearity in the set of multiple regression variables.

Hypothesis testing

The following hypothesis is tested by using Chi-Square Test

Hypothesis 1

Null Hypothesis (H₁₀): Training and Development does not have a significant impact on enhanced coordination between employees leading to retention.

Alternative Hypothesis(H_{1A}): Training and Development has a significant impact on enhanced coordination between employees leading to retention.

Table 4.07: Chi-Square Test Values for Training and Development

Item description	Chi-Square Test	Sig. Level
My organisation provides on the job training.	87.843	.000
My organisation provides off the job training.	378.4	.000
My organisation provides both (on the job and off the job) training.	279.396	.000
I feel job instruction training has enhanced coordination among my peers/colleagues.	124.446	.000
I feel soft skill training has enhanced coordination among my peers/colleagues.	125.661	.000
I feel team building training has enhanced coordination among my peers/colleagues.	278.311	.000
I feel managerial training has enhanced coordination among my peers/colleagues.	352.026	.000
I feel mentoring/hand holding has enhanced coordination among my peers/colleagues.	228.5	.000
I feel job rotation has enhanced coordination among my peers/colleagues.	470.293	.000
I feel role plays have enhanced coordination among my peers/colleagues.	1194.038	.000
I feel management games have enhanced coordination among my peers/colleagues.	613.46	.000
I feel my confidence and communication skills have improved after attending the training(s).	228.261	.000
I feel my performance has improved after attending the training(s).	346.598	.000
I feel there has been lower absenteeism after attending the training(s).	287.514	.000
I feel there has been an increase in job stability after attending the training(s).	396.886	.000

I feel there has been stress reduction after attending the training(s).	774.038	.000
I feel there is an improvement in grievance handling after attending the training(s).	60.343	.000
I feel valued and engaged when provided with training opportunities.	235.223	.000
I believe that training positively influences my job satisfaction and willingness to continue working.	152.494	.000
I am more likely to stay with the organisation if my skills are continuously improving through regular training.	332.285	.000
I feel the training(s) have prepared me for future career growth within the organisation.	355.502	.000

Inference:

The significance value less than 5% reveals that null hypothesis can be rejected. It can be inferred that Training and Development has a significant impact on enhanced coordination between employees leading to retention. The highest value of Chi-Square value has been observed for I feel role plays have enhanced coordination among my peers/colleagues as 1194.038. The second highest value has been observed for I feel there has been stress reduction after attending the training(s) as 774.038. The third highest value of Chi Square has been observed for I feel management games have enhanced coordination among my peers/colleagues as 613.46.

It can be further analysed that Training and Development has a significant impact on enhanced coordination between employees leading to retention have been summarised as role plays have enhanced coordination among my peers/colleagues, I feel there has been stress reduction after attending the training(s) and I feel management games have enhanced coordination among my peers/colleagues.

The following hypothesis is tested by using Spearman Rank Correlation

Hypothesis 2

Null Hypothesis (H2₀): Performance-Based Rewards and Recognition does not have a positive influence on employee retention.

Alternative Hypothesis(H2_A): Performance-Based Rewards and Recognition has a positive influence on employee retention.

**Table 4.08: Spearman Rank Correlation for [Performance-Based Rewards *
Employee Retention]**

Description	Performance- Based Rewards	Employee Retention	N	Sig. Level
Performance Based Rewards	1.000	0.626	1004	0.000
Employee Retention	0.626	1.000	1004	0.000

Inference

The significance level less than 5% reveals that the null hypothesis can be rejected. It can be revealed that Performance-Based Rewards and Recognition has a positive influence on employee retention. The value of r_s [Spearman Rank Correlation] found to be between (>0.5 to 0.74) for Performance-Based Rewards and Recognition and employee retention. It can be further analysed that the value of r_s found to be 0.626 . It indicates that there is a positive moderate association of Performance-Based Rewards and Recognition on employee retention.

The following hypothesis is tested by using Chi-Square Test

Hypothesis 3

Null Hypothesis (H3₀): Cross Functional Job Rotation does not reduce the work monotony and does not have a positive relationship for retaining employees.

Alternative Hypothesis(H3_A): Cross Functional Job Rotation reduces work monotony and has a positive relationship with retaining employees.

Table 4.09: Chi-Square Test Values for Cross Functional Job Rotation

Item description	Chi-Square Test	Sig. Level
I feel adoption of cross functional job rotation leads to better peer/colleagues' relationship.	231.538	.000
I feel adoption of cross functional job rotation leads to increase in recognition.	288.261	.000
I feel adoption of cross functional job rotation leads to higher compensation/incentives.	230.442	.000
I feel adoption of cross functional job rotation leads to increase in job security.	298.062	.000
I feel exposure to different roles and responsibilities encourages me to stay with the organisation.	394.267	.000
I am more likely to remain with the organisation if I can explore different areas of the organisation.	331.538	.000
I feel that cross functional job rotation leads to increased engagement and excitement, encouraging me to stay with the organisation.	512.066	.000
I feel more committed to my organisation because it provides diverse career experiences through cross functional job rotation.	538.062	.000
I feel more committed to the organisation post cross functional job rotation, as it promotes knowledge sharing and collaboration across departments.	232.384	.000

Inference:

The significance value less than 5% reveals that null hypothesis can be rejected. It can be inferred that Cross Functional Job Rotation reduces work monotony and has a positive relationship with retaining employees. The highest value of Chi-Square value has been observed for I feel more committed to my organisation because it provides diverse career experiences through cross functional job rotation as 538.062. The second highest value has been observed for I feel that cross functional job rotation leads to increased engagement and excitement, encouraging me to stay with the organisation as 512.066. The third highest value of Chi Square has been observed for I feel exposure to different roles and responsibilities encourages me to stay with the organisation.as 394.267.

It can be further analysed that Cross Functional Job Rotation reduces work monotony and has a positive relationship with retaining employees have been summarised as I feel more committed to my organisation because it provides diverse career experiences through cross functional job rotation, I feel that cross functional job rotation leads to increased engagement and excitement, encouraging me to stay with the organisation and I feel exposure to different roles and responsibilities encourages me to stay with the organisation.

The following hypothesis is tested by using Chi-Square Test**Hypothesis 4**

Null Hypothesis (H₄₀): Flexible Working Hours Policy does not enhance the overall job satisfaction among employees in the organisation and does not lead to employee retention.

Alternative Hypothesis(H_{4A}): Flexible Working Hours Policy enhances the overall job satisfaction among employees in the organisation and leads to employee retention.

Table 4.10: Chi-Square values for Flexible Working Hours Policy

Item description	Chi Square Value	Sig. Level
I feel that flexible working hours are beneficial because I face less traffic and reduced worries about safety during travel.	330.303	.000
I feel flexible working hours are beneficial because I can manage daily chores effectively.	154.287	.000
I feel flexible working hours are beneficial because I have time for family & friends.	528.002	.000
I feel flexible working hours are beneficial because I can pursue higher education.	204.865	.000
I feel flexible working hours are beneficial because I can complete banking/government/medical tasks.	103.45	.000
I value the freedom to adjust my work hours according to my personal needs and preferences, enhancing my willingness to stay.	109.635	.000
I think flexible work hours contribute to a better work-life balance, increasing my willingness to stay.	109.635	.000
I feel that flexibility in work hours positively enhances my willingness to stay.	586.767	.000
I feel flexible working hour policy demonstrates the organisation's commitment to my wellbeing, enhancing my willingness to stay.	419.855	.000

Inference:

The significance value less than 5% reveals that null hypothesis can be rejected. It can be inferred that Flexible Working Hours Policy enhances the overall job satisfaction among employees in the organisation and leads to employee retention. The highest value of Chi-Square value has been observed for I feel that flexibility in work hours

positively enhances my willingness to stay as 586.767. The second highest value has been observed for I feel flexible working hours are beneficial because I have time for family & friends as 528.002. The third highest value of Chi Square has been observed for I feel flexible working hour policy demonstrates the organisation's commitment to my wellbeing, enhancing my willingness to stay as 419.855.

It can be further analysed that Flexible Working Hours Policy enhances the overall job satisfaction among employees in the organisation and leads to employee retention have been summarised as I feel that flexibility in work hours positively enhances my willingness to stay,

I feel flexible working hours are beneficial because I have time for family & friends and I feel flexible working hour policy demonstrates the organisation's commitment to my wellbeing, enhancing my willingness to stay.

The following hypothesis is tested by using Spearman Rank Correlation

Hypothesis 5

Null Hypothesis (H₅₀): Organisations encouraging employees to pursue Higher Education do not have a positive impact on retention.

Alternative Hypothesis(H_{5A}): Organisations encouraging employees to pursue Higher Education has a positive impact on retention.

Table 4.11: Spearman Rank Correlation for [Higher Education * Employee Retention]

Description	Higher Education	Employee Retention	N	Sig. Level
Higher Education	1.000	0.551	1004	0.000
Employee Retention	0.551	1.000	1004	0.000

Inference

The significance level less than 5% reveals that the null hypothesis can be rejected. It can be revealed that Organisations encouraging employees to pursue Higher Education has a positive impact on retention. The value of r_s [Spearman Rank Correlation] found

to be between (>0.5 to 0.74) for Higher Education and retention. It can be further analysed that the value of r_s found to be 0.551 . It indicates that there is a positive moderate association of Higher Education and retention.

The following hypothesis is tested by using Spearman Rank Correlation

Hypothesis 6

Null Hypothesis (H₆₀): Job Motivation does not moderate the influence of employee retention strategies (Training and Development, Performance Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, and Higher Education) on employee retention in the organised apparel retail sector.

Alternative Hypothesis(H_{6A}): Job Motivation moderates the influence of employee retention strategies (Training and Development, Performance Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, and Higher Education) on employee retention in the organised apparel retail sector.

Table 4.12: Spearman Rank Correlation for [Job Motivation * Employee Retention]

Description	Job Motivation	Employee Retention	N	Sig. Level
Job Motivation	1.000	0.541	1004	0.000
Employee Retention	0. 541	1.000	1004	0.000

Inference:

The significance level less than 5% reveals that the null hypothesis can be rejected. It can be revealed that Job Motivation moderates the influence of employee retention strategies (Training and Development, Performance Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, and Higher Education) on employee retention in the organised apparel retail sector. The value of r_s [Spearman Rank Correlation] found to be between (>0.5 to 0.74) for Job Motivation on employee retention in the organised apparel retail sector. It can be further analysed that the value

of r_s found to be 0.541. It indicates that there is a positive moderate association of Job Motivation on employee retention in the organised apparel retail sector.

The following hypothesis is tested by using Spearman Rank Correlation

Hypothesis 7

Null Hypothesis (H₇₀): Job Satisfaction does not moderate the influence of employee retention strategies (Training and Development, Performance Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, and Higher Education) on employee retention in the organised apparel retail sector.

Alternative Hypothesis(H_{7A}): Job Satisfaction moderates the influence of employee retention strategies (Training and Development, Performance Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, and Higher Education) on employee retention in the organised apparel retail sector.

Table 4.13: Spearman Rank Correlation for [Job Satisfaction * Employee Retention]

Description	Job Satisfaction	Employee Retention	N	Sig. Level
Job Satisfaction	1.000	0.513	1004	0.000
Employee Retention	0.513	1.000	1004	0.000

Inference:

The significance level less than 5% reveals that the null hypothesis can be rejected. It can be revealed that Job Satisfaction moderates the influence of employee retention strategies (Training and Development, Performance Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, and Higher Education) on employee retention in the organised apparel retail sector. The value of r_s [Spearman Rank Correlation] found to be between (>0.5 to 0.74) for Job Satisfaction on employee retention in the organised apparel retail sector. It can be further analysed that the value

of r_s found to be 0.513. It indicates that there is a positive moderate association of Job Satisfaction on employee retention in the organised apparel retail sector.

Factor Analysis

Table 4.14: Summary of Factor Analysis for Employee Retention in the Organised Apparel Retail Sector

Item Description	Factor 1	Factor 2
Training and Development	Job Rotation Factors	Confidence and Communication Factors
Performance Based Rewards and Recognition	Cash Reward Factors	Salary Increments/Grade Hike Factors
Cross functional Job Rotation	Job Rotation Factors	Career Experiences Factors
Flexible working hours policy	Banking/Government/ Medical Tasks Factors	Work-Life Balance Factors
Higher education	Time flexibility Factors	Loyal Factors
Employee Retention	Coordination Factors	Flexible Working Hours
Job Motivation	Positive Workplace Culture and Values Factors	Peers/Colleagues Factors
Job Satisfaction	Growth and Advancement Factors	Fulfilled Factors

Structural Equation Modelling (SEM) for Effectiveness of strategies adopted for Employee Retention

The Dependent Variable for this study is

Employee Retention [ER]

MV is a latent variable which consist of all the moderating variables. The moderating variables [MV] for this study are as follows. The mediating variable for this study is

Job Motivation [JM] and Job Satisfaction [JS].

IV is a latent variable which consists of all the independent variables. The independent variables [IV] for this study are as follows:

Training and Development [TD], Performance-Based Rewards and Recognition [PB], Cross Functional Job Rotation [CF], Flexible Working Hours Policy [FW] and Higher Education [HE].

The error variances for this study are as follows:

- i. The error variances(e) are necessary for creating the model of the study.
- ii. The error variances for Training and Development [TD], Performance-Based Rewards and Recognition [PB], Cross Functional Job Rotation [CF], Flexible Working Hours Policy [FW] and Higher Education [HE] is from e1 to e5.
- iii. The error variances of Job Motivation [JM] and Job Satisfaction [JS] are from e6 to e7.
- iv. The error variance of the latent variable MV is e8.
- v. The error variance of the latent variable IV is e9.
- vi. The error variance of the dependent variable Employee Retention [ER] for this study is e10.

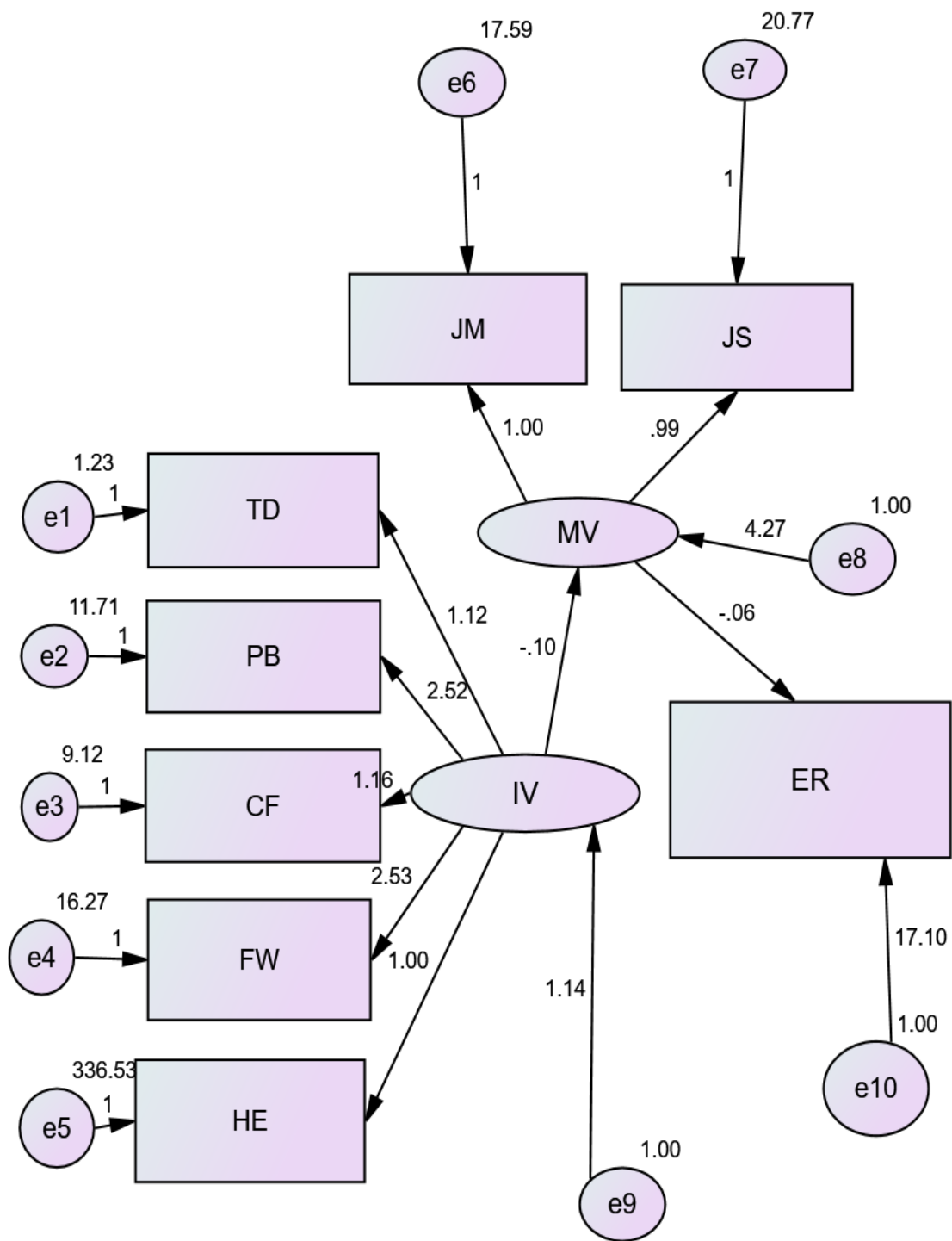


FIG 4.01: Unstandardised Estimates for Effectiveness of Strategies Adopted for Employee Retention

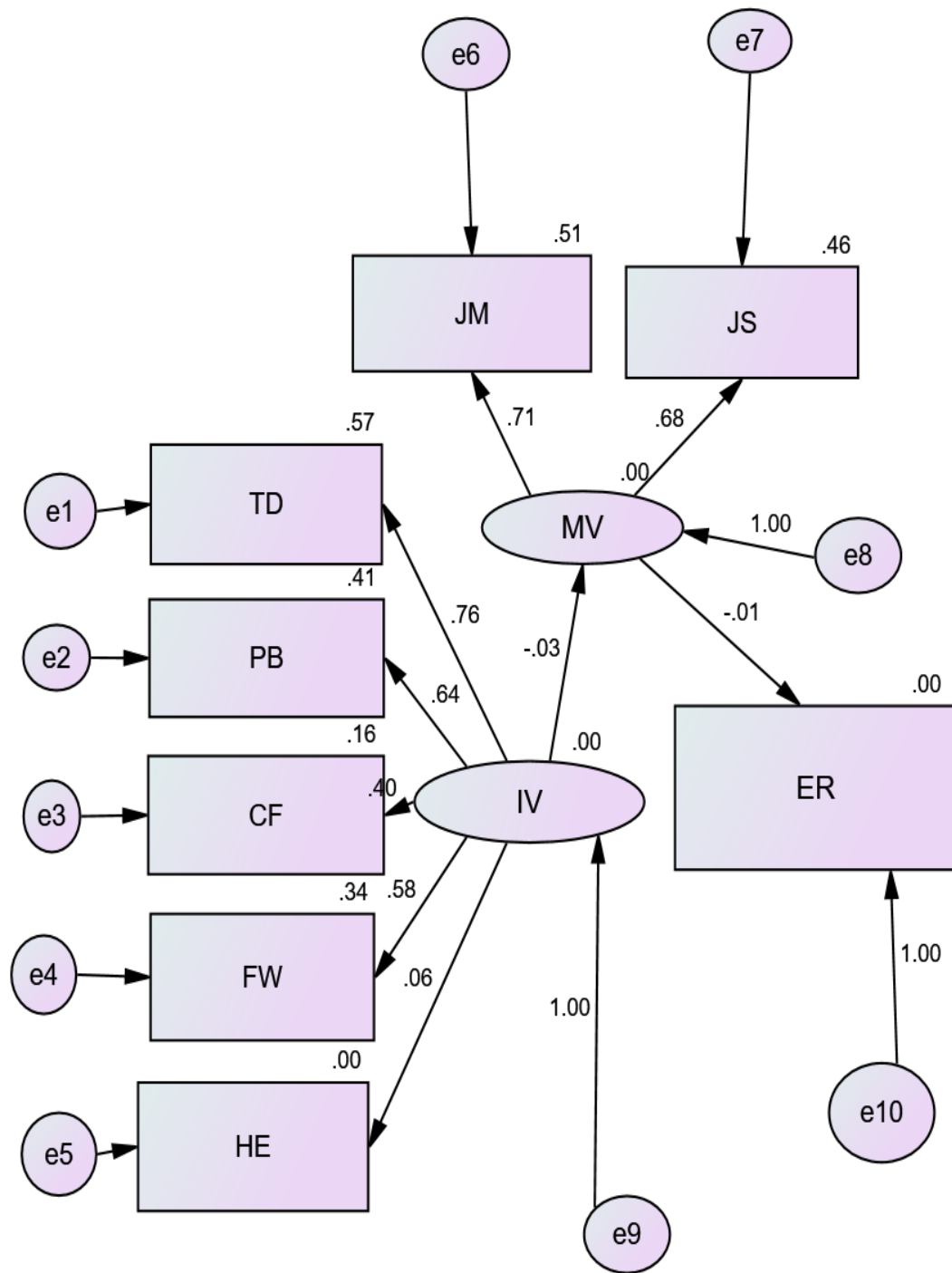


FIG 4.02: Standardised Estimates for Effectiveness of Strategies Adopted for Employee Retention

Inference for standardised estimates for Effectiveness of strategies adopted for Employee Retention

TD (.76), PB (.64), CF (.40), FW (.58) and HE (.06) are the standardised estimates which indicates Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy and Higher Education respectively.

The highest values of standardised estimates have been observed for TD (.76), PB (.64), FW (.58), CF (.40), and HE (.06).

JM (.51) and JS (.46) are the standardised estimates for Job Motivation [JM] and Job Satisfaction [JS]. **The highest values of standardised estimates have been observed for JM (.51) and JS (.46).**

It can be further revealed from Effectiveness of strategies adopted for Employee Retention as follows:

In the latent variable IV, Training and Development, Performance-Based Rewards and Recognition, Flexible Working Hours Policy and Cross Functional Job Rotation are highly influential followed by Higher Education.

In the latent variable MV, Job Motivation is highly influential followed by Job Satisfaction.

Hence from all the model estimates like Absolute fit, Incremental fit and Parsimonious fit, it can be revealed that SEM model is suitable for predicting the influence of Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy and Higher Education with the moderating effects of Job Motivation and Job Satisfaction on Employee Retention.

It can be analysed that Effectiveness of strategies adopted for Employee Retention can be summarised as Training and Development as an independent effect and Job Motivation as a moderating effect.

Table 4.15: Summary Table of Hypothesis

Hypothesis Statement	Critical level & Statistical test Used	Inference
Hypothesis 1 Null Hypothesis (H1_o): Training and Development does not have a significant impact on enhanced coordination between employees leading to retention.	The critical level or level of significance is set at 5% (0.05). Chi-Square Test. Reliability Analysis. Multiple Regression Analysis. Factor Analysis. Structural Equation Modelling [SEM].	If the critical level or level of significance is less than 5% (0.05), null hypothesis is rejected. Null hypothesis is rejected. Training and Development has a significant impact on enhanced coordination between employees leading to retention.
Alternative Hypothesis (H1_A): Training and Development has a significant impact on enhanced coordination between employees leading to retention.		
Hypothesis 2 Null Hypothesis (H2_o): Performance-Based Rewards and Recognition does not have a positive influence on employee retention.	The critical level or level of significance is set at 5% (0.05). Spearman Rank Correlation. Reliability Analysis. Multiple Regression Analysis. Factor Analysis.	If the critical level or level of significance is less than 5% (0.05), null hypothesis is rejected Null hypothesis is rejected. Performance-Based Rewards and Recognition has a positive influence on employee retention.
Alternative Hypothesis (H2_A): Performance-Based Rewards and Recognition has a positive influence on employee retention.	Structural Equation Modelling [SEM].	

<p>Hypothesis 3</p> <p>Null Hypothesis</p> <p>(H3₀): Cross Functional Job Rotation does not reduce the work monotony and does not have a positive relationship for retaining employees.</p>	<p>The critical level or level of significance is set at 5% (0.05).</p> <p>Chi-Square Test.</p> <p>Reliability Analysis.</p> <p>Multiple Regression Analysis.</p>	<p>If the critical level or level of significance is less than 5% (0.05), null hypothesis is rejected.</p> <p>Null hypothesis is rejected.</p> <p>Cross Functional Job</p>
<p>Alternative Hypothesis</p> <p>(H3_A): Cross Functional Job Rotation reduces work monotony and has a positive relationship with retaining employees.</p>	<p>Factor Analysis.</p> <p>Structural Equation Modelling [SEM].</p>	<p>Rotation reduces work monotony and has a positive relationship with retaining employees.</p>
<p>Hypothesis 4</p> <p>Null Hypothesis</p> <p>(H4₀): Flexible Working Hours Policy does not enhance the overall job satisfaction among employees in the organisation and does not lead to employee retention.</p>	<p>The critical level or level of significance is set at 5% (0.05).</p> <p>Chi-Square Test.</p> <p>Reliability Analysis.</p> <p>Multiple Regression Analysis.</p> <p>Factor Analysis.</p> <p>Structural Equation</p>	<p>If the critical level or level of significance is less than 5% (0.05), null hypothesis is rejected.</p> <p>Null hypothesis is rejected.</p> <p>Flexible Working</p>
<p>Alternative Hypothesis</p> <p>(H4_A): Flexible Working Hours Policy enhances overall job satisfaction among employees in the organisation and leads to employee retention.</p>	<p>Modelling [SEM].</p>	<p>Hours Policy enhances the overall job satisfaction among employees in the organisation and leads to employee retention.</p>

<p>Hypothesis 5</p> <p>Null Hypothesis</p> <p>(H5_o): Organisations encouraging employees to pursue Higher Education do not have a positive impact on retention.</p>	<p>The critical level or level of significance is set at 5% (0.05).</p> <p>Spearman Rank Correlation.</p> <p>Reliability Analysis.</p> <p>Multiple Regression Analysis.</p> <p>Factor Analysis.</p>	<p>If the critical level or level of significance is less than 5% (0.05), null hypothesis is rejected.</p> <p>Null hypothesis is rejected.</p> <p>Organisations encouraging employees to pursue</p>
<p>Alternative Hypothesis</p> <p>(H5_A): Organisations encouraging employees to pursue Higher Education has a positive impact on retention.</p>	<p>Structural Equation Modelling [SEM].</p>	<p>Higher Education has a positive impact on retention.</p>
<p>Hypothesis 6</p> <p>Null Hypothesis</p> <p>(H6_o): Job Motivation does not moderate the influence of employee retention strategies (Training and Development, Performance Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, and Higher Education) on employee retention in the Organised apparel retail sector.</p>	<p>The critical level or level of significance is set at 5% (0.05).</p> <p>Spearman Rank Correlation.</p> <p>Reliability Analysis.</p> <p>Multiple Regression Analysis.</p> <p>Factor Analysis.</p> <p>Structural Equation Modelling [SEM].</p>	<p>If the critical level or level of significance is less than 5% (0.05), null hypothesis is rejected.</p> <p>Null hypothesis is rejected.</p> <p>Job Motivation moderates the influence of employee retention strategies (Training and Development, Performance Based Rewards and</p>

		Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, and Higher Education) on employee retention in the organised apparel retail sector.
Alternative Hypothesis (H6_A): Job Motivation moderates the influence of employee retention strategies (Training and Development, Performance Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, and Higher Education) on employee retention in the Organised apparel retail sector.		
Hypothesis 7 Null Hypothesis (H7₀): Job Satisfaction does not moderate the influence of employee retention strategies (Training and Development, Performance Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, and Higher	The critical level or level of significance is set at 5% (0.05). Spearman Rank Correlation. Reliability Analysis. Multiple Regression Analysis. Factor Analysis. Structural Equation Modelling [SEM].	If the critical level or level of significance is less than 5%(0.05), null hypothesis is rejected Null hypothesis is rejected Job Satisfaction moderates the

Education) on employee retention in the Organised apparel retail sector.		influence of employee retention strategies (Training and Development, Performance Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, and Higher Education) on employee retention in the organised apparel retail sector.
Alternative Hypothesis (H7_A): Job Satisfaction moderates the influence of employee retention strategies (Training and Development, Performance Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, and Higher Education) on employee retention in the Organised apparel retail sector.		

4.2 Findings and Discussion

The research depicted that out of 1004 respondents, 305(30%) of the respondents have been working in the current organisation as Less than 12 months, 349(35%) as Between 1–2 years and 350(35%) as More than 2 years. It shows most of the respondents have been working in the current organisation for More than 2 years.

The research depicted that out of 1004 respondents, 569(57%) of the respondents attended number of Training Programs since their joining as Less than 5, 232(23%) as 6-10, 140(14%) as 11-15 and 63(6%) as More than 15. It shows most of the respondents attended number of Training Programs since their joining as Less than 5.

The research depicted that out of 1004 respondents, 35(3.5%) of the respondent's opinion about their organisation have a performance-based rewards and recognition program as No and 969(96.5%) as Yes. It shows most of the respondent's opinion about their organisation have a performance-based rewards and recognition program as Yes.

The research indicated that out of 1004 respondents, 520(52%) of the respondents opinion about satisfied with the performance-based rewards and recognition program as No and 484(48%) as Yes. It shows most of the respondents opinion about satisfied with the performance-based rewards and recognition program as No.

The research indicated that out of 1004 respondents, 58(6%) of the respondents opinion about undertaken cross functional job rotation in the current/past organisation as No and 946(94%) as Yes. It shows most of the respondents opinion about undertaken cross functional job rotation in the current/past organisation as Yes.

The research indicated that out of 1004 respondents, 515(51%) of the respondents opinion about benefits from cross functional job rotation in your current/past role as No, 433(43%) as Yes and Not Sure as 56(6%). It shows most of the respondents opinion about opinion about benefits from cross functional job rotation in your current/past role as No.

The research indicated that out of 1004 respondents, 493(49%) of the respondents opinion about organisation provide them with a flexible working hour policy as No and 511(51%) as Yes. It shows most of the respondents opinion about organisation provide them with a flexible working hour policy as Yes.

The research indicated that out of 1004 respondents, 628(62.5%) of the respondents opinion about avail the benefit of flexible working hours as During Weekdays, 131(13%) as During Weekends, 140(14%) as Both and 105(10.5%) as Not Applicable. It shows most of the respondents opinion about opinion about avail the benefit of flexible working hours as During Weekdays.

The research indicated that out of 1004 respondents, 534(53%) of the respondents opinion about organisation encourage or provide support for pursuing higher education as No and 470(47%) as Yes. It shows most of the respondents opinion about organisation encourage or provide support for pursuing higher education as No.

The research indicated that out of 1004 respondents, 311(31%) of the respondents opinion about pursuing higher education helps you grow in the current work profile as No, 301(30%) as Yes and as 392(39%) as Not Sure. It shows most of the respondents opinion about opinion about pursuing higher education helps you grow in the current work profile as Not Sure.

4.3 Hypothesis Testing

Hypothesis 1

The hypothesis testing using Chi-Square test revealed significance level less than 5% to reject the null hypothesis. It can be inferred that Training and Development has a significant impact on enhanced coordination between employees leading to retention. The highest value of Chi-Square value has been observed for I feel role plays have enhanced coordination among my peers/colleagues as 1194.038. The second highest value has been observed for I feel there has been stress reduction after attending the training(s) as 774.038. The third highest value of Chi Square has been observed for I feel management games have enhanced coordination among my peers/colleagues as 613.46.

It can be further analysed that Training and Development has a significant impact on enhanced coordination between employees leading to retention have been summarised as role plays have enhanced coordination among my peers/colleagues, I feel there has been stress reduction after attending the training(s) and I feel management games have enhanced coordination among my peers/colleagues.

Hypothesis 2

The hypothesis testing using Spearman Rank Correlation highlighted significance level less than 5% to reject the null hypothesis. It can be revealed that Performance-Based Rewards and Recognition has a positive influence on employee retention. The value of

r_s [Spearman Rank Correlation] found to be between (>0.5 to 0.74) for Performance-Based Rewards and Recognition and employee retention. It can be further analysed that the value of r_s found to be 0.626 . It indicates that there is a positive moderate association of Performance-Based Rewards and Recognition on employee retention.

Hypothesis 3

The hypothesis testing using Chi-Square test revealed significance level less than 5% to reject the null hypothesis. It can be inferred that Cross Functional Job Rotation reduces work monotony and has a positive relationship with retaining employees. The highest value of Chi-Square value has been observed for I feel more committed to my organisation because it provides diverse career experiences through cross functional job rotation as 538.062 . The second highest value has been observed for I feel that cross functional job rotation leads to increased engagement and excitement, encouraging me to stay with the organisation as 512.066 . The third highest value of Chi Square has been observed for I feel exposure to different roles and responsibilities encourages me to stay with the organisation.as 394.267 .

It can be further analysed that Cross Functional Job Rotation reduces work monotony and has a positive relationship with retaining employees have been summarised as I feel more committed to my organisation because it provides diverse career experiences through cross functional job rotation, I feel that cross functional job rotation leads to increased engagement and excitement, encouraging me to stay with the organisation and I feel exposure to different roles and responsibilities encourages me to stay with the organisation.

Hypothesis 4

The hypothesis testing using Chi-Square test revealed significance level less than 5% to reject the null hypothesis. It can be inferred that Flexible Working Hours Policy enhances the overall job satisfaction among employees in the organisation and leads to employee retention. The highest value of Chi-Square value has been observed for I feel that flexibility in work hours positively enhances my willingness to stay as 586.767 . The second highest value has been observed for I feel flexible working hours are beneficial because I have time for family & friends as 528.002 . The third highest value of Chi Square has been observed for I feel flexible working hour policy demonstrates

the organisation's commitment to my wellbeing, enhancing my willingness to stay as 419.855.

It can be further analysed that Flexible Working Hours Policy enhances the overall job satisfaction among employees in the organisation and leads to employee retention have been summarised as I feel that flexibility in work hours positively enhances my willingness to stay, I feel flexible working hours are beneficial because I have time for family & friends and I feel flexible working hour policy demonstrates the organisation's commitment to my wellbeing, enhancing my willingness to stay.

Hypothesis 5

The hypothesis testing using Spearman Rank Correlation highlighted significance level less than 5% to reject the null hypothesis. It can be revealed that Organisations encouraging employees to pursue Higher Education has a positive impact on retention. The value of r_s [Spearman Rank Correlation] found to be between (>0.5 to 0.74) for Higher Education and retention. It can be further analysed that the value of r_s found to be 0.551 . It indicates that there is a positive moderate association of Higher Education and retention.

Hypothesis 6

The hypothesis testing using Spearman Rank Correlation highlighted significance level less than 5% to reject the null hypothesis. It can be revealed that Job Motivation moderates the influence of employee retention strategies (Training and Development, Performance Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, and Higher Education) on employee retention in the organised apparel retail sector. The value of r_s [Spearman Rank Correlation] found to be between (>0.5 to 0.74) for Job Motivation on employee retention in the organised apparel retail sector. It can be further analysed that the value of r_s found to be 0.541 . It indicates that there is a positive moderate association of Job Motivation on employee retention in the organised apparel retail sector.

Hypothesis 7

The hypothesis testing using Spearman Rank Correlation highlighted significance level less than 5% to reject the null hypothesis. It can be revealed that Job Satisfaction moderates the influence of employee retention strategies (Training and Development, Performance Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy, and Higher Education) on employee retention in the organised apparel retail sector. The value of r_s [Spearman Rank Correlation] found to be between (>0.5 to 0.74) for Job Satisfaction on employee retention in the organised apparel retail sector. It can be further analysed that the value of r_s found to be 0.513 . It indicates that there is a positive moderate association of Job Satisfaction on employee retention in the organised apparel retail sector.

4.4 Structural Equation Modelling (SEM) for Effectiveness of Strategies Adopted for Employee Retention.

From all the model estimates like Absolute fit, Incremental fit and Parsimonious fit, it can be revealed that SEM model is suitable for predicting the influence of Training and Development, Performance-Based Rewards and Recognition, Cross Functional Job Rotation, Flexible Working Hours Policy and Higher Education with the moderating effects of Job Motivation and Job Satisfaction on Employee Retention.

It can be analysed that Effectiveness of strategies adopted for Employee Retention can be summarised as Training and Development as an independent effect and Job Motivation as a moderating effect.

5: Recommendations and Suggestions

An important area for organisations, especially in a highly competitive and service oriented apparel retail sector is Employee retention. It becomes more than important in dynamic markets of the Mumbai Metropolitan Region. Employee retention is an absolute must to ensure operational efficiency, customer satisfaction which leads to ultimately leads to profitability. Against this backdrop, based on the findings of this study, a set of comprehensive and actionable recommendations has been developed about these challenges. These suggestions are intended to help organisations find

effective retention strategies that lead to employee satisfaction and long-term commitment.

1. Holistic Training Program

Training: Organisations must institute structured and continuous programmes. Those should include on-the-job training, role plays, management games, as well as mentoring. This will not only improve peer coordination and job-specific skills but also create an environment of continuous learning. Priority should be given to training a few high-potential employees to enable their career growth to be tied in with organisational objectives so that the organisation can retain these employees long-term.

2. Performance-Based Rewards and Recognition

Transparent appraisal systems must be established to motivate employees and instil a sense of fairness. To create a sense of belonging and fostering enhanced performance organisations should have an aspirational monetary reward such as bonuses, pay hikes, discount vouchers etc over and above non-monetary recognitions such as awards, certificates and in public acknowledgement. With workforce becoming younger and impatient, who look at instant gratification, organisations should be mindful while devising such R & R programs.

3. Flexible Work Policies

Work life balance is no more fancy western word, but has now become a reality in new socio-economic order in India, especially in MMR. With a multitasking needed with meagre family support, a flexible work policy is the solution for a large workforce. A flexible work policy is highly valued and revered by employees as it helps them manage efficiently both personal and professional responsibilities, reduces the stress leading to better work output and overall job satisfaction.

4. Cross-Functional Job Rotation

Cross Functional job rotational not only reduces the work monotony but also gives employees to explore newer work avenues within the organisation. The experiential knowledge of the employees is enhanced, collaboration between teams boosts, and an improved understanding of how the organisation operates takes place. Such employees

are likely to stick around with the organisation for an extended period. The latent advantage of this to organisations, they can do a proper career progression planning for high potential employees at a much lower cost.

5. Higher Education Support

Organisations should implement an education development program that will support an employee with financial backing, scholarships, and a study leave. It not only provides an opportunity for employees to increase their skills but also lets the organisation present investment in professional development, which engenders loyalty. A specific budget and flexible arrangements can be made to have employees upskill without leaving their jobs.

6. Promoting an Inclusive Workplace Culture

Job motivation and Job Satisfaction are greatly influenced by a conducive, inclusive and positive workplace culture. To develop such a culture, organisations need to be take tactical and strategic steps starting right from taking structured feedback, understanding the gaps, invest in team-building activities and further take actions that focuses on diversity and lastly celebrate it generously. It's often seen that open communication and approachable managers or seniors induce trust and belonging, which are a critical in employee retention.

7. Technology Integration into Workforce Management

Latest AI driven tools for feedback, gap analysis, virtual training sessions and thereby creating analytics for monitoring employee satisfaction and doing a predictive analysis can be leveraged to enhance the employee retention strategies. Usage of various digital tools to personalise employee experiences and tracking engagement will help in further the mission to retain employees.

8. Tailored Strategies for varied Demographics

“One size fit all” is not the mantra for employees especially in a highly varied demographic apparel retail sector. Gender, experience, educational qualification and more importantly the generational band needs to be taken into consideration, before

curating strategies. The priorities and factors driving employees satisfaction, motivation and thereby the retention are quite different for Gen X and Gen Z. By creating a retention strategy that will meet these generational needs, the result is better engagement with higher retention rates of the younger workforce.

6: Conclusion

The organised apparel retail sector in the Mumbai Metropolitan Region (MMR) is known as a dynamic and competitive sector, which needs a dedicated, skilled and loyal workforce who can understand the pulse of the highly demanding and upwardly mobile customers. Creating and maintaining an army of such skilled and committed workforce is a must, to ensure operational efficiency and organisational profitability. This study has attempted to draw attention on the pressing need of effective employee retention strategies to build a loyal workforce.

The highlight of the outcome reveals, a positive correlation of employee retention and the strategies such as comprehensive training programs, performance-based rewards, flexible work policies, and cross-functional job rotations that significantly contribute to employee retention. In addition, higher education also revealed positive alignment between organisational goals and aspirations of employees. Moderating factors such as job motivation and job satisfaction increase with the effective implementation of these strategies.

The retail sector is undergoing significant technological development, and the workforce is rapidly changing demographically. As a result, retention strategies needs to be flexible and forward-thinking. Organisations may create a competitive and sustainable workforce by addressing the different requirements of their employees, utilizing data-driven technologies, and being inclusive.

Looking forward, a future study may be able to rectify such short comings by studying retention strategies both in the unorganised sector and across different regions in India. The wider scope of including diverse cultural and demographic contexts would add greater depth towards understanding of dynamics of retention.

Ultimately, this thesis is a strategic guide to HR managers and organisational leaders that gives practical insights and actionable recommendations on how employee retention issues may be addressed. Once there is an emphasis placed on employee well-being, the employee turnover decreases, productivity improves, and organisations will enjoy sustainable success in this new dynamic landscape of the organised apparel retail sector.

7: Limitations of the Study

This study has attempted to provide valuable insights into the effectiveness of employee retention strategies within the organised apparel retail sector in the Mumbai Metropolitan Region (MMR).

1.Geographical Scope

The study is focused on employees working in Mumbai Metropolitan Region (MMR). Even though the findings, gives clear understanding on the employee retention strategies in MMR, however the findings may have limited applicability in other regions of India, which have different socio-economic and cultural landscapes and factors.

2. Sector

The research is limited to the organised apparel retail sector and may not capture detailed nuances in other retail or unorganised sectors' employee retention strategies. The results could not be seamlessly generalised for different industries and regions that have diversified workplace cultures and problems.

3.Respondent Bias

The information gathered depends on the answers of employees, who probably emphasize socially desirable or even dread revenge, which may prompt the response to be in the mode commensurate with it, which may influence the validity of such insight.

4. Business Environment

With the industry rapidly changing, especially through technology, the touch and feel of such an industry, some findings may lose currency overtime.

5.External Factors

Government policy affecting employee retention strategies have not yet been incorporated and so may affect the thoroughness of the investigation.

6.Sample Representation

The population sampled may not be demographically representative of the entire organised apparel retail sector, for example, within smaller or younger organisations, thus potentially leaving a bias in the outcomes.

Any research activity inherently carries an intrinsic limitation, that could either be scope-based or method-based, along with any contextual bound defining the study. This research has given great insight into the effectiveness of employee retention strategies in the organised apparel retail sector; however, several constraints must be taken into consideration.

These limitations help in bounding the study results within their contextual context and indicate where future exploration may be necessary. Overcoming some of these limitations, further research would be built on top of the present one in a better attempt to understand the dynamics of employee retention in different settings and different industries.

8: Scope for Further Study

The research provides useful insights into the effectiveness of employee retention strategies within the organised apparel retail sector in the Mumbai Metropolitan Region (MMR), additionally it also ushers us into other areas which can be worth for further examination.

Expanding the study's scope will be helpful in overcoming limitations such as geographic focus, sectoral representation, and other external factors, thus providing a more holistic view of retention dynamics.

Further elaboration on these lines will facilitate more promising research building on these current findings; this will in turn lead to more durable, flexible, and inclusive retention concepts for different contexts and industries.

1. Other Geographic Regions

Future research can extend to other regions outside the MMR by including diverse regions in the country. It would thus provide for a comparative analysis and offer insights into the ways in which socio-economic and cultural differences shape employee retention strategies across regions.

2. Inclusion of the Unorganised Apparel Retail Sectors

To overcome the limitations of focusing only on the organised apparel retail sector, future studies can investigate the medium and large standalone unorganised apparel retail stores. These segments may face specific retention challenges that require specific strategies which may differ from the above organised sectors.

3. Impact of Technological Advancements

The future studies with the increasing role of technology in workforce management could further explore the role of digital tools and automation in informing employee retention strategies for the retail sector.

4. Cultural and Generational Influences

Role of cultural and generational influences, especially the presence of millennials and Gen X will come into an active workforce in creating the expectations of the employees and retention can be further explored to design inclusive and adaptive strategies.

Through addressing these areas, future studies can be built on this current finding. In a broader and deeper manner, employee retention strategies accessible to various contexts and sectors will be depicted.