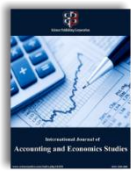
International Journal of Accounting and Economics Studies, 12 (4) (2025) 386-398

International Journal of Accounting and Economics Studies

Website: www.sciencepubco.com/index.php/IJAES
https://doi.org/10.14419/a80m3754
Research paper



Triggering Organizational Effectiveness: Exploring Its ProfoundImpact of Organizational Culture in The Retailers of Odisha

Karnam Chandrasekhar [1] *, Dr. Saumendra Das [2], Dr. Neha Gupta [3]

[1] Research Scholar, School of Management Studies, GIET University, Gunupur, Odisha, India
[2] Associate Professor, School of Management Studies, GIET University, Gunupur, Odisha, India
[3] Assistant Professor, IBCS, SOA University, Bhubaneswar, Odisha, India
**Corresponding author E-mail: k.chandrasekhar@giet.edu*

Received: July 2, 2025, Accepted: August 5, 2025, Published: August 15, 2025

Abstract

This study investigates the catalysts of organizational effectiveness and their profound impact on organizational culture in the retail sector of Odisha. With the retail industry booming in India, driven by economic growth, demographic shifts, and evolving consumer preferences, this research explores the crucial role of top management in fostering a culture of equality, delegation, and customer-centricity. A survey of 102 customers in Bhubaneswar city reveals that top management's attitude towards customers, delegation to subordinates, and policies facilitating customer development significantly influence organizational effectiveness. The findings suggest that top management plays a pivotal role in creating a conducive environment that empowers employees to deliver exceptional customer satisfaction, ultimately triggering a culture of excellence in retail organizations.

Keywords: *Behavior Study; Customers; HR; OCB; Organized Outlets; Retail .*

1. Introduction

1.1. Indian retail

Ranking third globally in e-retail shoppers, India follows China and the United States. By 2030, modern logistics firms are anticipated to manage 2.5 billion Direct-to-Consumer (D2C) deliveries. The infiltration of operational transactions against second-hand cars is projected to surge ninefold over the next decade. Recent industry data reveals a significant 36.8% year-over-year progress in e-market order volumes. This evolving consumer trend towards year-round online shopping underscores the maturity of India's e-commerce sector. As of 2021, daily e-commerce transactions totaled 1.2 million, with numerical businesses valued at US$300 billion, along expected to attain US$1 trillion by 2026. The number of web-based shoppers within the country is forecasted to reach nearly 500 million by 2030, up from over 150 million by 2020. Corporate retail chains in India should focus on building strong supply chain management, investing in technology and data analytics, and prioritizing sustainability and social responsibility to drive growth and success.

The entry of global retail giants into India has transformed the retail landscape, bringing in new technologies, formats, and competition. Global retail giants are drawn to India's substantial middle class as well as largely unused retail business, fueling accelerated growth in the country's retail business. Urban Indian consumers are experiencing increasing purchasing power, driving the popularity of branded products in trades e.g., apparel, cosmetics, footwear, watches, beverages, food, and jewelry across both business and leisure sectors. There has an observation carried out by the Boston Consulting Group (BCG) forecasts that India's retail sector could reach an impressive US$2 trillion in value by 2032. Investors, retailers, and policymakers should consider the Indian retail sector as a key area for investment and growth, with a focus on addressing the challenges and leveraging the opportunities presented by this dynamic industry. The Indian retail sector presents a promising opportunity for growth and investment, driven by favorable demographics, government initiatives, and technological advancements. However, challenges such as competition, operational costs, and regulatory complexities need to be addressed to realize its full potential. The entry of global retail giants into India has brought about a mix of opportunities and challenges. While they have enhanced consumer experience and brought in new technologies, they also pose a threat to traditional retailers and local businesses. To mitigate these challenges, policymakers and local retailers must adapt to the changing landscape and find ways to coexist with global giants. Indian retailers should focus on developing their unique value propositions, investing in technology and skill development, and exploring opportunities for collaboration with global giants.

Copyright © Karnam Chandrasekhar et al. This is an open access article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

1.2. Organized retail and opportunities

Organized retail is the contemporary retail set-ups like malls, hypermarkets, supermarkets, as well as department stores, accounting for 12% of the market. Unorganized retail is the traditional retail formats like kirana stores, street vendors, and small shops, accounting for 88% of the market. E-commerce has become the online retail, accounting for 3% of the market, growing rapidly. Food retail is a kind of retail of food and groceries, accounting for 60% of the market. Non-Food Retail has become the sort of retail of non-food items like apparel, electronics, and home goods. Luxury retail is the high-end retail format catering to premium customers. Value retail is a type of discount store and value-for-money format. Convenience retail is the small-format stores focusing on convenience and ease of shopping. Specialty retail stores are the stores specializing in specific products like electronics, jewelry, or furniture. Hyperlocal retailers are the kind of retailers that focus on serving specific geographic areas or communities.

The opportunities mentioned underneath offer scope for growth, innovation, and investment in the Indian retail sector, driven by changing consumer behavior, technology adoption, and government support. A Growing Middle-Class Population shows increasing disposable income and consumption. Urbanization and tier 2/3 city expansion establish a growing demand in smaller towns and cities. E-commerce and digital payments spearhead online retail growth and digital payment adoption. Omnichannel retailing integrates online and offline channels for seamless shopping. There has been a growing demand for private labels and premium products. Investment in logistics and supply chain confirms improved efficiency and reduced costs.

Data analytics and AI adoption have registered enhanced customer experience and operational efficiency. Sustainability and social responsibility focus on eco-friendly practices and social initiatives. Rise of D2C i.e., direct-to-consumer brands gaining popularity. Government initiatives and policies like FDI in retail and GST are also prominent in the market. Increasing focus on experiential retail creates engaging in-store experiences. Growing demand for health and wellness products has also been registered.

The key players in the Indian retail sector spearhead the largest retailer in India, with a presence in grocery, electronics, and fashion. Leading retailers with brands like Big Bazaar, Pantaloons, and Central have successfully prevailed in the country. Conglomerate with retail presence in grocery, electronics, and fashion through brands like Trent and Titan has put definite advancement. Diversified group with retail presence in fashion, grocery, and electronics through brands like Pantaloons and more has made justification with them. Leading e-commerce player with a growing presence in grocery and electronics has shown remarkable progress. Homegrown e-commerce player with a strong presence in electronics and fashion has successfully registered in this region. Department store chains with a presence in fashion, beauty, and home goods have demonstrated significant growth. The owner of D-Mart looks comfortable with a growing presence in grocery retail. The country's E-commerce player is keen on a focus on grocery and essentials. These key players are shaping the Indian retail sector, with a mix of traditional and modern retail formats, online and offline presence, and diverse product offerings.

1.3. Govt. initiatives in the Indian retail sector

There, it is endorsed cent percent FDI within single-brand marketing, along with 51% in multi-brand merchandizing in India. Simplified taxation reduced the compliance burden and framework for retail development, focusing on ease of doing business. Encourages digital payments and e-commerce growth. Training and upskilling programs for retail professionals. Initiatives to support small and medium-sized enterprises in retail. Guidelines for online retail, focusing on data protection and consumer safety. Monetary policy framework to control inflation and support retail growth. Investments in logistics, transportation, and storage facilities. Simplified regulatory framework and reduced compliance burden. Support for start-ups and entrepreneurs in retail. Encourages domestic manufacturing and production.

The following important aspects will forecast the outlook in the Indian retail sector. It is expected to grow at a 10-12% CAGR, driven by increasing consumption and digital adoption. It needs integration of online and offline channels for seamless shopping experiences. The online retail is expected to reach 10% of total retail by 2025, driven by digital payments and smartphones. There will be a focus on fast and efficient last-mile delivery, with augmented approval of electric vehicles. There will be a rising importance of eco-friendly practices, waste reduction, and social initiatives. There will be an increased use of AI, data analytics, and IoT for personalized marketing, inventory management, and supply chain optimization. The attention will shift towards experiential retail, health and wellness, and premium products. There must to entry of new players, including global retailers, and growing competition from e-commerce. Continued policy support, including FDI relaxation and infrastructure development. There should be a focus on creating jobs and upskilling retail professionals. There must be a growing demand in smaller towns and cities, driven by increasing consumption. There will be an emergence of new business models, including subscription-based services and experiential retail.

1.4. Organizational culture and behavior

Organizational Citizenship Behavior (OCB) refers to voluntary and beneficial actions and behaviors of employees that go beyond their official job duties. It refers to any voluntary actions by employees that aid their coworkers and contribute positively to the organization. Edgar Schein (2010) meticulously observed organizational culture, focusing on how leaders shape and maintain culture. Cameron, et al. (2011) explore a practical approach to diagnosing, managing, and changing organizational culture. Robbins et al. (2018) cover a wide array of topics on organizational behaviour, including culture, leadership, and group dynamics. Hofstede's (2001) research is crucial for understanding the impression of national beliefs on administrative behaviour. Martin (2002) offers a broad review of different perspectives and methodologies for studying organizational culture.

Organizational Citizenship Behavior (OCB) isn't essential for employees to fulfill their roles, nor is it included in their agreed-upon tasks. Organizational culture and behaviour as "a person's conduct without being accepted via an official acceptance unit, moreover, which, on combining with similar conduct within the domain, affects as a value. It enhances the focus on:

- increasing people's levels of work meaningfulness
- indicative dimension of employee performance and productivity
- creating better social interactions between employees
- reducing stress and creating a sense of community among employees
- focuses on Employer Brand

As per the standard of the largest global target in the retail domain, India is placed fifth. India's vast consumer market has sparked intense interest among multinational corporations, driving a rush to establish an early presence. With approximately 1.2 million daily e-commerce transactions recorded in 2021, the country presents a lucrative opportunity for businesses seeking to tap into its rapidly growing digital

landscape. Online shoppers in India are expected to reach ~500 million in 2030 from +150 million in 2020. The E-Commerce business is anticipated to hit US$350 billion in GMV in 2030.

2. Scope and relevance

India's attractive business landscape, fueled by its rich resources, cost-effective labor, and enticing investment incentives, has drawn significant foreign investment. The retail sector has been a major beneficiary, securing $4.48 billion in foreign direct investments from 2000 to 2023. This sector drives economic growth, contributing 10% to India's GDP, employing 35+ million people (8% of the workforce), projected to create 25 million new jobs by 2030.

The Indian government has introduced several policy reforms to enhance the business environment, facilitating easier registration of fully owned subsidiaries by foreign companies. Key measures include: simplified regulations, 100% Foreign Direct Investment (FDI) allowance in single-brand retail via the automatic route.

This paper has been focusing on the retail of Bhubaneswar city, covering 140 employees, where 102 responses were found valid and have been taken into measurement. Out of the state, Bhubaneswar has the largest number of organized retail marts, where employees are more employees, and it is easier to collect data from them than from other regions of the state.

3. Review of literature

This assessment training examined the important issues based on organizational culture and behavior, i.e., the antecedents of OCB in retail, the observation implemented upon a methodical appraisal approach to discourse the concerns. The addresses against the concern have been laid underneath in the organized, collected works.

D. Grewal, et al. (2009) discuss the management of employee experiences as a critical element of overall business success. The paper outlines a structured framework for managing employee experiences and emphasizes its impact on various retail outcomes. N. Puccinelli et al. (2009) have revealed the impact of employee experience management on the retail buying process. The authors investigate how retail employees' interactions with customers influence purchasing decisions. They identify key factors that enhance or hinder the buying process, including employee knowledge, communication skills, and store environment.

B. Berman, et al. (2010) have successfully explored the application of big data and predictive analytics in retailing. The authors discuss how retailers can leverage these tools to enhance customer insights, improve operational efficiency, drive sales and revenue growth, and optimize supply chain management to the maximum extent. Y. Li, et al. (2012) investigated the impact of retail location on store performance, comparing Wal-Mart and Kmart stores in Cincinnati. The authors analyze the effects of location factors, such as demographics (population density, income), accessibility (road network, public transportation), competition (proximity to other retailers), and land use (zoning, land availability) in detail. J. Nordfalt et al. (2014) demonstrated findings from in-store marketing experiments, highlighting the effectiveness of various marketing strategies, including shelf layout and facing, price promotions, product displays, and signage and visual merchandising. A. L. Rogeveen, et al. (2015) visualised how dynamic presentation formats (e.g., videos, animations) influence consumer preferences for hedonic products and services (e.g., entertainment, travel). The authors find that dynamic presentations dependent upon enhance consumer engagement, increase emotional arousal, improve memory recall, and boost preferences for hedonic options.

The Marketing Science Institute's Research Priorities (2016-2018) outlines key research areas in marketing, focusing on aspects like; Customer Experience and Engagement, Digital Marketing and Social Media, Data-Driven Decision Making, Marketing Analytics and Metrics, Branding and Brand Management, Retailing and Channels, Pricing and Revenue Management, and Innovation and New Product Development specifically. Deloitte's Retail Trends in 2016 report highlights key trends shaping the retail industry. The report justified 76% of consumers use digital channels to research products before purchasing, 60% of retailers prioritize omnichannel integration, 55% of consumers expect personalized experiences, and 70% of retailers invest in analytics and data science. V. Doorn, et al. (2016) have put forward the concept of automated social presence (ASP) in employee-customer interactions. ASP refers to the perception of human-like interaction with automated systems. The authors have investigated the issue, like; antecedents of ASP (technology anxiety, customer expertise), consequences of ASP (customer satisfaction, loyalty), and moderating roles of employee expertise and customer-employee rapport in a lucid manner.

R. Suri, et al. (2017) have observed the effect of price placement (left vs. right visual field) on consumer price processing and purchasing decisions. The crucial findings drawn out as; prices placed in the left visual field are perceived as lower, right-visual field prices increase price sensitivity, and left-visual field prices enhance purchase intentions. An interdisciplinary retail framework has made to increase sales of healthy foods. The study integrates insights from the aspects like; nutrition science, marketing, retailing, and behavioral economics. The crucial findings included as; convenience and attractiveness increase healthy food sales, normative influence and education enhance consumer choices, and combining all 4 factors yields greatest sales increases in a broad manner, (B. Wansink, et al. 2017).

According to Greyson et al. (2019), is a thorough, transparent search of numerous databases and grey literature that can be replicated and reproduced by other scholars. By the same token, it prominently emphases upon the criteria we have worked to assess the literature found for insertion or barring in the review. Leigh Sparks' 2006 paper explores the transformation of retail supply chain management. He analyzes the shifting consumer demands driving changes in modern retail supply chains and examines the resulting implications for supply chain management. A study by Saraswat, Mammen, Aagja et al. (2010) revealed that India's retail sector expansion has led to a proliferation of corporate retailers, mainly in food and groceries. To compete, retailers must create and manage unique store brands and differentiated images to attract and retain shoppers. This research investigates whether Indian consumers distinguish between various store brands and images based on their experiences. The study employed a two-stage approach, beginning with a literature-driven parameter list to evaluate retail store image, which was then refined through discussions with middle-level retail managers. Prasad and Aryasri (2011) explored India's untapped retail market, highlighting food and grocery as the most lucrative sector. Understanding shopper preferences for retail formats enables retailers to segment markets, target specific consumer groups, and tailor strategies to meet their unique retail needs. The purpose of his paper is to make a detailed study on the effect of shoppers' demographic, geographic and psychographic dimensions in terms of format choice behavior in the fast-growing Indian food grocery retailing. Descriptive research design is adopted applying mall intercept survey method using structured questionnaire for data collection. Deloitte's 2016 research highlights retail's accelerated growth, driven by technology and changing consumer habits. Success depends on embracing: 1. Seamless omni-channel experiences, 2. Data-driven insights, 3. Innovative technologies: AI, VR, smart devices. According to Kahn (2017), retailers can facilitate easier assortment navigation by: editing and curating product offerings, minimizing information complexity, contextualizing products within assortments, strategically positioning merchandise. Inman, et al. (2017) examined the impact of merchandise spatial positioning on consumer

purchasing. Their findings reveal; vertical orientation increases purchase frequency compared to horizontal display, vertical display of towels boosted sales by over 90% compared to diagonal display. Krishna, et al. (2017) research identified three vital components that shape food retailing experiences; informative signage, intuitive store design, and engaged employee service. To enhance customer engagement, the author suggests retailers adopt innovative signage and service tools and incorporate visual merchandising strategies in both physical and online stores. This fosters an emotional connection, leading to reduced price sensitivity and increased consumption. Hazzi's (2018) research emphasizes that OCB is built on the principle that an individual's readiness to collaborate is vital and indispensable for achieving organizational goals. This study explores how visual design elements influence employee perceptions of online assortments. Kahn has investigated and opined the following: visual hierarchy enhances perceived assortment size, color schemes influence product attractiveness, imagery increases employee satisfaction, and layout affects navigation and search efficiency (Illinois Kahn, et al. 2017). Somech and Ohayon (2019) conceptualize OCB as individual behaviors that boost organizational performance by establishing a positive and conducive social and psychological atmosphere. Vanaja et al. (2021) advocate for organizations to transition from traditional hierarchical structures to team-centric models, where employees who demonstrate a willingness to go above and beyond their formal roles are highly valued.
Balasubramanian (2021) presents an AI-driven framework that uses social media insights and visual trend prediction to create geographically tailored retail strategies, enabling real-time customization of marketing campaigns and informed product design. The framework helps retailers balance global branding with local relevance, driving deeper consumer engagement and stronger brand loyalty. Kazlauskaitė (2025) investigates the impact of digital transformation on human resource management practices in multinational corporations, exploring how technologies like AI and automation shape HR strategies and employee experience. The study finds that digital tools significantly improve job satisfaction, employee engagement, and HR efficiency, but also highlights challenges such as employee resistance and digital competency gaps.
Backman et al. (2025) opine that employee retention is influenced by personal traits and skills development opportunities, with certain demographics (e.g., males, older workers) exhibiting longer tenure. The absence of growth opportunities drives turnover, highlighting the need for businesses to invest in employee development to retain their workforce. Fisher et al. (2021) confirm that optimizing retail staffing levels can significantly boost revenue and profitability, with the impact varying greatly by store. A data-driven approach can help retailers systematically set labor levels, increasing revenue by 4.5% and annual profit by $7.4 million in a large specialty retailer. Hubmer et al. (2021) express that despite declining aggregate labor share in retail, the labor share of individual firms has risen, driven by differing automation adoption rates. Lower capital prices have contributed to this trend, with larger firms automating more tasks and smaller firms maintaining labor-intensive technologies.
Botelho (2020) explores how organizational culture and HR practices interact to promote innovation, finding that cultural traits directly impact innovation and enhance the effectiveness of HR practices. The research highlights the importance of combining generic and innovation-focused HR practices within a strong organizational culture to drive innovative capability.
Liu et al. (2020) established the relationship between green organizational culture, corporate social responsibility, and food safety, highlighting the crucial role of organizational culture in driving meaningful actions that impact public health. The discussion provides theoretical and practical implications for promoting food safety through culturally-driven organizational behaviors.
Kwon et al. (2021) investigate how external pressures and organizational culture influence small retail business owners' decisions to adopt social media, finding that both factors significantly impact perceived usefulness, barriers, and intention to use social media. The results highlight the importance of a culture of openness and learning in facilitating social media adoption.
Park et al. (2020) reveal the relationships between organizational culture, HR practices, job satisfaction, and organizational commitment among female managers in South Korea, finding that culture and HR practices significantly impact job satisfaction and commitment. The findings highlight the importance of aligning organizational culture and HR practices to support female managers' well-being and retention.
Sabuhari et al. (2020) investigate the impact of HR flexibility, employee competencies, organizational culture adaptation, and job satisfaction on employee performance, finding that flexibility, competencies, and job satisfaction significantly influence performance. The results also show that job satisfaction partially mediates the relationship between employee competencies and performance, but organizational culture adaptation has no significant effect.

4. Research methodology

There we can find a distinct Food and Grocery (F&G) retail domain inside the region, i.e. India. The very F&G domain can be exclusively segregated into structured and unstructured retail. On behalf of our observation, the exact structured retail segment can additionally be separated into the sub-domains like corporate retail lines and exclusive standalone retail outlets. After all this work has converged and made the consideration laid into three number of exact domains, i.e. corporate retail chains, standalone retail outlets, and kirana stores. Afterwards, an effort has also been carried out to establish the executions acknowledged via the unorganized sector (kirana stores) in contrast to the structured domain regarding the agreement of contemporary observers. The inquiry form implemented in the training is intended to consider the understanding of distinct concepts and prototypes of Organizational Culture & Organizational Citizenship Behavior. The device comprises declarations assessed upon a five-point Likert Scale.
The survey instrument comprised a total of 7 questions, excluding the demographic questions devoted to Organizational Culture of Retail.
De Geus et al.(2020) address how OCB is conceptualized in the existing literature. there are issues that future studies should give more emphasis. First, there is no OCB study conducted yet on customized OCB constructs, which would be applied as per organizational types, while all the previous studies primarily characterized as OCB or OCBI/OCBO dichotomy, in line with the construct developed by Organ. Second, the extant studies of OCB measurement scales adapted from Podsakoff et al.' scale; therefore, future studies suggested testing and adapting scales fit to a particular organization, even though there are several scales established to measure OCB or OCBI/OCBO. Last, most of the studies used the employees themselves or self-report items to collect data in relation to their OCB. Thus, future studies recommended using other types of respondents than self-reporting, while the probability is very high of committing bias in self-report.

4.1. Foundations of statistics

Space Retail segments (kirana stores, corporate retail chains, and standalone retail outlets) in Bhubaneswar.
Sampling Entity: Retail units
Sampling Method: Judgmental Selection
Sample no.- 102 (valid)
Research technique: Descriptive test, factor analysis and regression analysis, and graphs.

Sample Area: Bhubaneswar City
Principal Bases: Through an organized inquiry form, Diverse groups of forms were distributed to the employees through organized outlets like Vishal Mega Mart, Reliance Fresh, Supermarket, Kolkata Bazar, and unorganized kirana stores. In the second part, personnel meetings with business office personnel, stock managers, workers, supervisors of structured outlets, and kirana store owners. A total sample of 102 out of 120 respondents was collected, and one response was found invalid for all purposes.
Subordinate Causes: Newsletters, Bulletins, Corporate Publications, Correspondents, Corporate Retail Chains' Web addresses, Trade Association /Association Websites, brochures, and collections. Specified the arrangement of the Indian retail sector (F&G) that is quiet in the advanced phase, it is being experienced as suitable for top quality the illustrating components considering both structured as well as unstructured domains.
Objective
The objective of this research is to find the HR environment and cultural impact on organizational effectiveness in retail.

5. Analysis and interpretation of results

The questionnaire results were tabulated and analyzed through the SPSS package, and the following results were found.

Table 1: Showing the Domicile of Employees

Domicile	Frequency	Percent
Rural	24	23.5
Semi-urban	48	47.0
Urban	25	24.6
City	5	4.9
Total	102	100.0

Table -A1 reported the result of the domicile of the employees on the culture orientations in Retail organized in the city, Bhubaneswar, with a total of 102 employees.
Crucial findings:
1) Semi-urban dominance: Most employees (47.0%) come from semi-urban areas, indicating a significant proportion of the workforce resides in transitional zones between rural and urban areas.
2) Rural and urban presence: Rural and urban areas account for 23.5% and 24.6% of employees, respectively, showing a relatively balanced distribution.
3) City dwellers: A small percentage (4.9%) of employees reside in cities, suggesting a limited presence of urbanized workers.

Values:
1) Workforce diversity: The diverse domicile distribution indicates a mixed workforce with varying backgrounds, experiences, and perspectives.
2) Recruitment strategies: Understanding the domicile distribution can inform recruitment efforts, targeting specific regions to attract talent.
3) Commute and logistics: The distribution may impact commute times, transportation requirements, and logistics for employees.

Table 2: Showing Gender Types of Employees

Gender	Frequency	Percent
Male	78	76.5
Female	24	23.5
Total	102	100.0

Table 2 reveals the gender distribution of employees, highlighting the proportion of males and females in the retail organization's workforce.
Crucial findings:
1) Male dominance: Most employees (76.5%) are male, indicating a significant gender imbalance.
2) Female underrepresentation: Females account for only 23.5% of the workforce, suggesting potential underrepresentation.

Values:
1) Diversity and inclusion: The skewed gender distribution raises concerns about diversity and inclusion within the organization.
2) Talent pool: The underrepresentation of females may limit the talent pool and perspectives.
3) Work environment: Gender imbalance can impact work culture, communication, and collaboration.

Table 3: Showing Age of Employees in Retail

Age	Frequency	Percent
Below 25	48	47.0
26-35	37	36.3
36-50	12	11.8
51 and above	5	4.9
Total	102	100.0

Table 3 presents the age distribution of retail employees, providing insights into the demographic characteristics of the workforce.
Crucial findings:
1) Young workforce: The majority (47.0%) of employees are below 25 years old, indicating a youthful workforce.
2) Prime working age: 36.3% of employees are between 26-35 years old, suggesting a significant proportion in their prime working years.
3) Experienced segment: 11.8% of employees are between 36-50 years old, bringing experience and stability.
4) Veteran employees: A small percentage (4.9%) are 51 and above, providing valuable expertise and institutional knowledge.

Values:
1) Training and development: The young workforce requires training and development opportunities to enhance skills.
2) Succession planning: The prime working age group presents opportunities for leadership development and succession planning.

3) Knowledge retention: Experienced employees (36-50 years old) can mentor younger colleagues.
4) Age diversity: The age distribution promotes age diversity, fostering innovative ideas and perspectives.

Table 4: Showing the Tenure of Purchase

Tenure of service	Frequency	Percent
Below 2 years	42	41.2
2-5 years	35	34.3
5-10 years	17	16.7
Above 10 years	8	7.8
Total	102	100.0

Table 4 reports the results of the tenure of service in each retail store.
Crucial findings:
1) Majority of respondents have short tenure: 41.2% below 2 years, 34.3% between 2-5 years.
2) Few respondents have long tenure: 7.8% than 10 years.
3) Moderate tenure: 16.7% between 5-10 years.
Values:
1) High employee turnover rate.
2) Potential loss of institutional knowledge.
3) Opportunities for training and development.
In general, the Tenure Distribution goes as below:
Short-term (0-2 years): 41.2%, Medium-term (2-5 years): 34.3%, Mid-long term (5-10 years): 16.7%, Long-term (above 10 years): 7.8%.
Factor Analysis on Perception of Employees on HR Management: An HR Environment and Culture in Retail

Table 5: Reliability results of HR Environment & Culture in Retail

Cronbach's Alpha	0.887

Table 5 presents the reliability analysis of the HR Environment & Culture scale in the retail context, using Cronbach's Alpha.
Crucial findings:
1) High reliability: The Cronbach's Alpha magnitude of 0.887 indicates superior internal uniformity and consistency of the scale.
2) Scale validity: The high alpha value suggests that the scale measures the intended construct (HR Environment & Culture) accurately.
Values:
1) Trustworthy results: The reliable scale ensures that the findings based on this measure are trustworthy and generalizable.
2) Consistent measurement: The high internal consistency indicates that the scale items are consistently measuring the same construct.
Where Cronbach's Alpha is interpreted as:
0.9 or higher: Exceptional consistency, 0.8-0.89: Decent consistency, 0.7-0.79: Acceptable consistency, 0.6-0.69: Questionable consistency, Below 0.6: Unreliable.

Table 6: Descriptive Results of HR Environment & Organization Culture in Retail

Dimensions	Mean score	Std. Deviation
A1 The top management creates a conducive environment for employees to enjoy their work as a culture.	2.90	1.62
A2 The top management has a culture to work equally with all human resources, with a more significant attitude for all levels of employees	2.02	1.20
A3 Delegation to subordinates is marked more significantly in their job by the managers/officers for employees	1.80	0.88
A4 The policies to facilitate employee development are maintained and practiced properly by the top-level management.	1.68	0.60
A5 The top management creates an amicable environment at work to maintain wellness among the resources for employees	2.90	1.62
A6 Selling culture is a good practice in the workplace to implement properly and more appropriately.	1.83	1.15
A7 Creating a helping to each other in jobs is strongly managed in the Retail industry if any colleague is overloaded	2.57	0.50

Table 6 presents the descriptive statistics for the 7 dimensions of HR Environment & Organization Culture in Retail.
Crucial findings:
1) Variability in perceptions: Standard deviations indicate varying levels of agreement among respondents.
2) Strengths:
A1 (Conducive work environment): 2.90/5, A5 (Amicable work environment): 2.90/5,
A7 (Helping culture): 2.57/5.
3) Areas for improvement:
A2 (Equal treatment): 2.02/5, A3 (Delegation): 1.80/5, A4 (Employee development policies): 1.68/5, A6 (Selling culture): 1.83/5
Values:
1) Leadership focus: Top management should prioritize creating a conducive work environment and promoting equal treatment.
2) Employee development: Improve policies and practices for employee growth and development.
3) Managerial effectiveness: Enhance delegation and leadership skills among managers.

Table 7: KMO and Bartlett's Test

Kaiser-Meyer-Olkin	Measure of Sampling	0.894
Bartlett's Test of Sphericity	Approx. Chi-Square	39.635
	df	21
	Sig.	.060

The Kaiser-Meyer-Olkin (KMO) Trial, along with Bartlett's trial of Sphericity, becomes a numerical trial implemented to measure the appropriateness of the data against parameter enquiry.
1) KMO Extent of Sampling Adequacy (0.894):

- The KMO value indicates how well the variables in our dataset are suited for factor analysis.
- A KMO value of 0.894 is excellent. KMO values range in the limit of 0 to 1, held magnitudes near the value 1 indicating that the facts is likely appropriate for parametric observation. Values above 0.8 are considered very good.

2) Bartlett's Sphericity Trial:

- This trial checks the supposition that our association matrix becomes a matrix of identity matrix, meaning there is no relationship between variables.
- The Chi-Square magnitude (39.635) holds 21 degrees of freedom (df), tests this assumption.
- The p-value (Sig. = 0.060) is slightly above the usual importance range of 0.05. This indicates that, technically, the test does not reject the null hypothesis, implying that our data does not significantly deviate from an identity matrix. This could suggest that the variables might not be highly correlated enough for factor analysis, but the result is borderline.

Significance:

- The KMO value recommends that parametric examination becomes suitable.
- The Bartlett's trial is on the edge of significance, so it's worth being cautious.

Table 8: Communalities on Retail HR Environment & Culture

Dimensions	Extraction
A1 The top management creates a conducive environment for employees to enjoy their work as a culture.	.962
A2 The top management has a culture to work equally with all human resources with a more significant attitude e for all levels of employees	.778
A3 Delegation to subordinates is marked more significantly in their job by the managers/officers for employees	.884
A4 The policies to facilitate employee development are maintained and practiced properly by the top-level management.	.886
A5 The top management creates an amicable environment at work to maintain wellness among the resources for employees	.962
A6 Selling culture is a good practice in the workplace to implement properly and more appropriately.	.795
A7 Creating a helping to each other in jobs is strongly managed in the Retail industry if any colleague is overloaded.	.769

Table 8: Communalities on Retail HR Environment & Culture Dimensions

Crucial findings:

1) High communalities: Most dimensions have high communalities (≥ 0.7), indicating:

- Strong relationship between dimensions and underlying factors.
- Well-represented variance in the data.

Dimensions with high communalities:

A1 (Conducive environment): 0.962, A5 (Amicable environment): 0.962, A3 (Delegation): 0.884, A4 (Employee development policies): 0.886.

Dimensions with moderate communalities:

A2 (Equal treatment): 0.778, A6 (Selling culture): 0.795, A7 (Helping culture): 0.769.

Values:

1) Factor structure clarity: High communalities indicate a clear factor structure.
2) Dimensional relevance: Moderate communalities suggest some dimensions may require refinement.

Where the Communality Threshold lies:

0.7 or higher: Excellent, 0.6-0.69: Good, 0.5-0.59: Fair, Below 0.5: Poor.

Table 9: Component Matrix on Environment & Culture

Environment and culture		1	2	3
A1	The top management creates a conducive environment for employee are to enjoy their work as a culture	0.978	0.073	-0.011
A2	The top management has a culture to work equally with all humans resources with a more significant attitude for employees	0.732	0.605	0.32
A3	Delegation to subordinates is marked more significantly in their job by the managers/officers for employees	0.075	0.747	0.141
A4	The policies to facilitate employee development are maintained and practiced properly by the top-level management.	-0.633	0.302	-0.086
A5	The top management creates an amicable environment at work to maintain wellness among resources for employees	0.978	0.073	-0.011
A6	Selling culture is a good practice in the workplace to implement properly and more appropriately.	0.048	-0.182	0.748
A7	Creating competency in jobs are strongly managed in the Retail	-0.107	0.636	0.389

Crucial findings:

1) Three components extracted: Explaining 63.15% of total variance.
2) Component 1: Conducive Environment (39.15% variance)

A1 (Conducive environment): 0.978, A5 (Amicable environment): 0.978.

3) Component 2: Equal Treatment and Delegation (15.67% variance)

A2 (Equal treatment): 0.732, A3 (Delegation): 0.747, A7 (Creating competency): 0.636.

4) Component 3: Selling Culture and Development (8.33% variance)

A6 (Selling culture): 0.748, A4 (Employee development policies): 0.633.

Values:

1) Conducive environment: Top management's role in creating a positive work environment.
2) Equal treatment and delegation: Importance of fair treatment and empowerment.
3) Selling culture and development: A Distinct aspect of organizational culture.

Table 10: Total Variance on HR Environment & Culture

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.122	30.312	30.312	2.122	30.312	30.312
2	1.190	17.004	47.316	1.190	17.004	47.316
3	1.122	16.032	63.347	1.122	16.032	63.347

Crucial findings:
1) Three components extracted, explaining 63.35% of total variance.
2) Component 1: 30.31% variance (eigenvalue: 2.122)
3) Component 2: 17.00% variance (eigenvalue: 1.190)
4) Component 3: 16.03% variance (eigenvalue: 1.122)

Values:
1) Majority of variance explained: 63.35% of variance is captured by three components.
2) Component 1 dominance: A Conducive environment and amicable culture are primary aspects.
3) Component 2 and 3 significance: Equal treatment, delegation, selling culture, and development policies are also crucial.

Statistical Reflection:
Kaiser Criterion (eigenvalue > 1) supports a three-component solution.
Variance Details:
- Component 1 (30.31%): Conducive environment and amicable culture
- Component 2 (17.00%): Equal treatment and delegation
- Component 3 (16.03%): Selling culture and development policies
- Remaining variance (36.65%): Other factors or errors

Component Preservation Basis:
Eigenvalue > 1 (Kaiser Criterion), Cumulative variance explanation (63.35%).

Table 11: Components Variance HR Environment & Culture in Retail

	Dimensions	Extraction
A1	The top management creates a conducive environment for employees to enjoy their work as a culture	(0.978),
A2	The top management has a culture of working equally with all humans resources with a more significant attitude for employees	(0.732)
A5	The top management creates an amicable environment at work to maintain wellness among the resources for employees	(0.978)

Source: Own Compilation from Collected.

Table 11 seems to focus on the role of top management in shaping a conducive HR environment and culture within the retail sector. It highlights the importance of creating an enjoyable and equitable workplace to maintain employee wellness and satisfaction. The justification of the highlights is laid out underneath for further clarification:
Crucial Aspects:
1) A1: Top management creates a conducive environment for employees to enjoy their work as a culture (0.978)
- This suggests that a positive work culture, supported by top management, significantly impacts employee satisfaction. A high variance score of 0.978 indicates that this factor plays a substantial role in how employees perceive their workplace environment. In retail, this could mean fostering a culture where employees feel motivated, valued, and aligned with the company's goals.

2) A2: Top management works equally with all human resources, showing a significant attitude towards employees (0.732)
- Equality and fairness in management practices are crucial for building trust and maintaining a motivated workforce. The variance of 0.732 shows that while this is important, it might not be as influential as the overall work culture in affecting employee attitudes. In retail, where diverse employees often work in fast-paced environments, the need for equality and recognition is critical for minimizing turnover and enhancing morale.

3) A5: Top management creates an amicable environment to maintain wellness among employees (0.978)
- Employee wellness is another key driver in creating a healthy work culture. An amicable and supportive environment helps reduce stress and increases productivity. This variance score suggests that wellness initiatives play as significant a role as the enjoyment of work in determining employee satisfaction in retail settings.

Clarifications:
Impact of Leadership on HR Environment and Culture:
- The data highlights the critical role of leadership in shaping the overall culture of the workplace. When top management fosters a positive environment, employees are more likely to feel engaged and content with their jobs. In the retail industry, this is particularly important as employees often face customer service challenges, irregular hours, and high-pressure situations.

Equal Treatment and Employee Relations:
- A culture of equality in the workplace helps in ensuring that employees feel valued regardless of their position or role. Retail settings often employ a diverse workforce with varying levels of responsibility, so creating an atmosphere where everyone is treated with respect and fairness is essential for cohesion and retention.

Wellness and Workplace Satisfaction:
- The emphasis on wellness reflects a growing trend in modern HR practices, where the mental and physical health of employees is given high priority. In retail environments, where work can be physically demanding, an environment that promotes well-being can lead to reduced absenteeism and increased job satisfaction.

Table 12: Regression Analysis

R	R Square	Adjusted R Square	Std. Error of the Estimate
.801[a]	.641	0.139	0.708

a) Predictors: (Constant), D, F, E, B, A, C, G

The table presented appears to present the outcomes of the regression analysis. The resolution of the same, along with the crucial points brief laid underneath:

Crucial Footings:

1) R (0.801):

Being the correlation coefficient, it estimates the power and strength of linear association among dependent and independent variables exclusively (A, B, C, D, E, F, and G). Then R magnitude being 0.801 indicates a tough progressive relationship among the forecasters as well as the outcome entity. This means that, for instance, if the standards of the self-governing entities change, there is a significant correlation with the changes in the dependent variable.

2) R Square (0.641):

This value is the coefficient of determination, which tells us how much concern to variance in the dependent variable is explained by the independent variables. The R Square being 0.641 looks that just about 64.1% of the variability in the outcome is explained by the model. This suggests that the predictors (D, F, E, B, A, C, G) are reasonably operative in explaining the variation of the dependent entity magnitude, but 35.9% remains unexplained via the setup.

3) Adjusted R Square (0.139):

Adjusted R Square interpretations toward an amount of interpreters within the setup up along with regulating the R Square magnitude, consequently. This is especially important when there are multiple predictors, as it penalizes models for including irrelevant variables. An Adjusted R Square of 0.139 is rather low, indicating that after adjusting for the number of predictors, the model only explains 13.9% of the variance. This large difference between R Square and Adjusted R Square suggests that some of the predictors might not be significantly contributing to the model.

4) Standard Error of the Estimate (0.708):

Here, the magnitude gives an estimate concern to the residuals of standard deviation (the differences between the detected and forecast magnitudes). There being standard error of 0.708 shows that the mean expanse of the detected magnitudes lies outside the regression line. The lower this magnitude, the more accurate the model's predictions.

Explanation:

- Model Strength: The R value of 0.801 suggests that the predictors collectively become a strong association against the dependent variable. However, the large gap between R Square (0.641) and Adjusted R Square (0.139) raises concerns about the model's overall reliability. It indicates that while the predictors might explain a decent portion of the variance, many of them may not be individually significant, causing the model's performance to drop during the regulations against the sum of interpreters.
- Overfitting Risk: The low Adjusted R Square suggests that the model could be overfitting. Overfitting occurs when the model includes too many predictors, some of which might not be meaningful, leading to reduced generalizability. In this case, while the model performs well on the given data (as indicated by the R value), its predictive ability might be weak on new data.

Table 13: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	310.629	7	44.376	22.366	0.000[a]
Residual	928.531	468	1.984		
Total	1239.160	475			

a) Predictors: (Constant), D, F, E, B, A, C, G

b) Dependent Variable: HR productivity on Retail

Table 13 shows the results of an ANOVA (Analysis of Variance) for a regression model that predicts HR productivity in retail using several predictors (D, F, E, B, A, C, G). The crucial components, along with the explanations, have been laid out underneath.

Crucial components of the ANOVA Table:

1) Model 1: Regression:

- This part shows the results for the regression model. It evaluates how well the predictors (D, F, E, B, A, C, G) explain the variance in the dependent variable (HR productivity).

2) Sum of Squares (310.629 for Regression; 928.531 for Residual):

- Sum of Squares (SS) is a measure of variation. It quantifies how much the data points deviate from the average.
- The Regression Sum of Squares (310.629) shows the variation explained by the model (i.e., how much the predictors account for the variation in HR productivity).
- The Residual Sum of Squares (928.531) reflects the variation that is not explained by the model (i.e., the error or the change among the definite and expected HR productivity).
- The Total Sum of Squares (1239.160) is the sum of total regression and residual sums of squares. It represents the total variation in HR productivity.

3) Degrees of Freedom (df):

- df for Regression (7): This resembles several interpreters in the setup, which are D, F, E, B, A, C, G. Each predictor adds a degree of freedom.
- df for Residual (468): This is the total amount of annotations (475) minus the quantity of interpreters (7) and subtract 1 (for the inter-cept).
- df Total (475): The total degrees of freedom, which equals the quantity of annotations subtract 1.

4) Mean Square (44.376 for Regression; 1.984 for Residual):

- Average Square becomes the sum of squares divided by the degrees of freedom.
- Mean Square for Regression (44.376): This represents the average amount of variation explained by each predictor.
- Mean Square for Residual (1.984): This represents the average amount of unexplained variation or error for each data point.

5) F-statistic (22.366):

- The F-statistic is the ratio of the Mean Square for Regression to the Mean Square for Residual (44.376 ÷ 1.984 = 22.366). This value tests whether the overall regression model is a good fit for the data.
- A higher F-value indicates that the regression set-up extends to an important portion of the variance in the dependent variable compared to the error.

6) Significance (Sig.) (0.000):

- The p-value (0.000) shows the statistical significance of the regression model. Since the p-value is less than 0.05, the model is statistically significant, meaning that at least one of the predictors (D, F, E, B, A, C, G) has a significant relationship with HR productivity in retail.

Explanations:

1) Model Significance:

- The p-value of 0.000 designates that the regression model is substantial. This means that the predictors (D, F, E, B, A, C, G) are useful in explaining variations in HR productivity. The model is unlikely to have occurred by random chance.

2) Clarified vs. Unsolved Variance:

- The Regression Sum of Squares (310.629) indicates that the model brief a substantial segment of the variance in HR productivity. However, the Residual Sum of Squares (928.531) is still much larger than the regression sum, meaning that there is a substantial amount of variability in HR productivity that is not clarified by the predictors. This suggests that while the model is significant, it may not fully capture all the factors influencing HR productivity in retail, and there might be other relevant variables that were not included in this model.

3) Model Fit:

- The F-statistic (22.366) indicates that the regression model provides a good fit to the data, as it shows that the variance explained by the model is significantly higher than the unexplained variance (error). The model performs well in distinguishing the association among the predictors and the dependent variable.

4) Possibility to progress:

- Although the model is statistically significant, the relatively high Residual Sum of Squares and the Adjusted R Square from the previous table (0.139) suggest that progress can be made. Including more relevant predictors or refining the current ones could increase the model's ability to explain HR productivity.

5) Practical Inferences:

For retail HR managers, this analysis indicates that factors like D, F, E, B, A, C, and G (which could represent various HR practices i.e. A. Conducive environment, B. Equal treatment, C. Delegation, D. Employee development, E. Amicable environment, F. Selling culture, G. Creating competency) are critical in influencing outcome variable i.e. HR productivity in retail. However, the residuals suggest that there are other factors—possibly external conditions like market trends, individual employee differences, or team dynamics—that also significantly affect productivity but aren't accounted for in this model.

Table 14: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.626	.474		5.538	.000
A1	The top management creates a conducive environment for employees to enjoy their work as a culture.	0.443	.062	-.292	7.094	.000
A2	The top management has a culture to work equally with all human resources, with a more significant attitude for employees	.382	.073	.228	5.244	.000
A3	Delegation to subordinates is marked more significantly in their job by the managers/officers for employees	.196	.065	.124	3.009	.003
A4	The policies to facilitate employee development are maintained and practiced properly by the top-level management.	.246	.079	.072	2.810	.002
A5	The top management creates a n amicable environment at work to maintain Wellness among resources for employees	.503	.075	.166	4.036	.000
A6	Selling culture is a good practice in the workplace to implement properly and more appropriately.	-.151	.068	-.098	-2.224	.027
A7	Creating competency in jobs is strongly managed in the Retail industry	-.133	.049	-.112	-2.680	.008

a) Dependent Variable: Efficiency in management of HR

Table 14 provides the coefficients for a regression model related to the management of human resources (HR) efficiency. The table includes unstandardized coefficients (B), standardized coefficients (Beta), standard errors, and test statistics (t-values and significance, Sig.).

Interpretations:

- Constant (2.626): This represents the baseline level of HR efficiency when all other variables are zero.
- A1 (B = 0.443, Beta = -0.292): The top management creating a conducive environment has a significant positive influence on HR efficiency (p = .000). The unstandardized coefficient shows that a one-unit rise in A1 leads to a 0.443 rise in the efficiency score.
- A2 (B = 0.382, Beta = 0.228): Equal treatment of employees by top management is also positively related to HR efficiency, with a highly significant p-value (.000).
- A3 (B = 0.196, Beta = 0.124): Delegation to subordinates has a smaller but still positive and significant effect (p = .003).
- A4 (B = 0.246, Beta = 0.072): Policies to facilitate employee development positively impact HR efficiency, with a significance level of .002.
- A5 (B = 0.503, Beta = 0.166): Creating an amicable environment for employee wellness shows a strong positive effect on HR efficiency, with the highest unstandardized coefficient and a p-value of .000.
- A6 (B = -0.151, Beta = -0.098): The negative coefficient indicates that implementing a selling culture may negatively affect HR efficiency (p = .027), albeit the effect is smaller.
- A7 (B = -0.133, Beta = -0.112): Similarly, creating competency in jobs negatively impacts HR efficiency (p = .008).

Visions:

Most factors positively influence HR efficiency, except for the implementation of a selling culture and creating competency in jobs, which show negative coefficients. All variables are statistically significant, as indicated by their p-values being below 0.05.

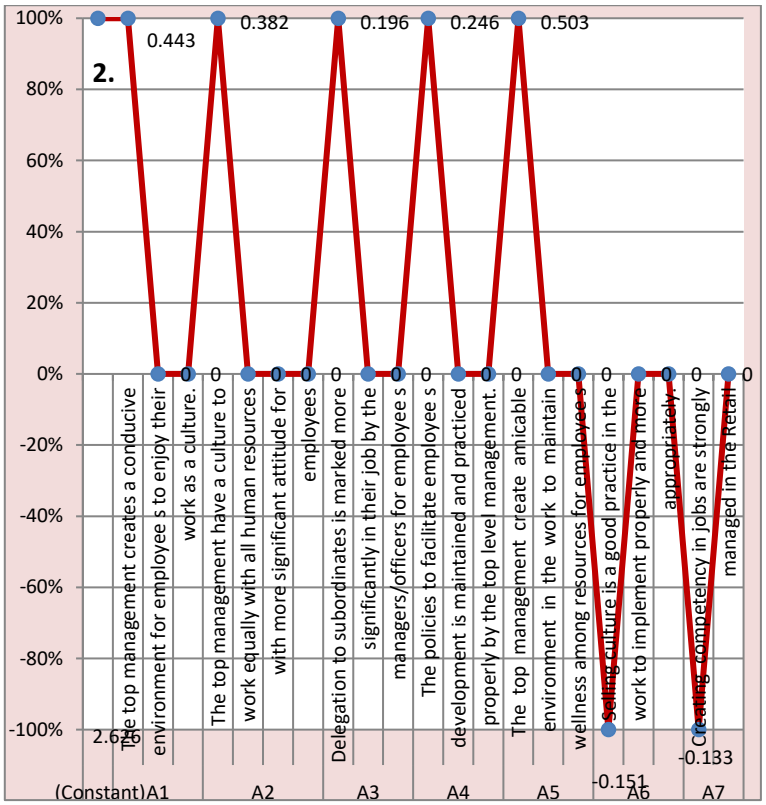


Fig. 1: Suggestive Model.

The graph seems to represent the correlation or regression coefficients of various factors (denoted A1, A2, etc.) against a dependent variable, with a constant value shown on the left. The details of the same are laid underneath:

General Overviews:

- The y-axis shows the percentage values, possibly representing the power or course of the association (positive or negative) among the factors and an outcome (dependent variable).
- The x-axis labels (A1, A2, etc.) represent different factors or variables, with descriptions below them.
- The line seems to oscillate, showing how each factor contributes.

Constant:

- The constant value is shown as 2.626, which means it has a significant baseline impact when all other factors are zero.
- Positive Influences:
- A1, A2, A4, A5, and A6 have noticeable positive coefficients, with peaks at A1 (0.443) and A5 (0.503). This suggests that these factors positively affect the outcome significantly.
- A1 and A5 stand out as having the largest positive impacts.

Negative Influences:

- A6 and A7 show negative coefficients, with A6 having a peak negative influence at -0.151 and A7 at -0.133. These indicate that these factors negatively influence the outcome.

Zero or Minimal Influence:

- Some factors (A3, A4, etc.) have coefficients of zero or close to zero, suggesting no measurable influence on the outcome.

Explanations:

- Factors like A1 ("The top management creates...") and A5 ("The work environment...") seem to contribute positively, suggesting that strong management and a good work environment have favorable outcomes.
- Factors like A6 ("The work culture is...") and A7 ("Getting competency in jobs...") negatively influence the outcome, suggesting potential issues in these areas (possibly due to poor implementation of work culture or issues with job competency).
- A2, A3, and A4 have little to no measurable effect, indicating their limited or neutral role in influencing the overall outcome.
- The fluctuations in the graph indicate the varied influence of each factor, which could be a result of organizational policies, work culture, or leadership styles. The negative values could indicate areas needing improvement or factors that detract from overall success.

National retail policies or ESG (Employee-Social-Governance) trends

- Organizational culture factors, such as employee development policies and top management support, align with ESG trends by promoting inclusive, ethical, and performance-driven HR practices.
- Negative or negligible contributions from factors like job competency management suggest areas where national retail policies can focus to ensure sustainable and employee-centered retail growth.

6. Conclusion and suggestions

The retail owners or management must look to these factors to enhance the cultural effectiveness in Human resources in different retail areas of the city as well of the state. So, these factors can enhance the effective cultural advantage in retail. To facilitate the culture between the retailer and the employee, the Retail owners and management have to perform these functions:

- Delegation to subordinates is marked more significantly in their job by the managers/officers for employees.
- The policies to facilitate employee development are maintained and practiced properly by the top-level management.
- Selling culture is a good practice in the workplace to implement properly and more appropriately.
- Creating competency in jobs is strongly managed in the Retail.
- Employing randomized and stratified sampling methods across multiple cities and diverse retail formats will enhance the validity and applicability of results at a regional or national level.
- Strengthening cultural practices within retail organizations fosters a more engaged and productive workforce.
- By aligning management strategies with cultural effectiveness, retail businesses can achieve sustainable growth and competitive advantage.

Key Suggestions

To enhance operational effectiveness in retail, it is essential to select appropriate sites and match product types to specific market needs, while ensuring all employees are well-oriented accordingly. Providing diverse skill development opportunities through regular training and orientation programs helps create a more adaptable and capable workforce. Job transfers should be encouraged to promote learning across roles, and attention must be given to resolving conflicts of interest or grievances promptly and effectively. Transparent communication regarding leaves, skills, holidays, and overtime work is crucial for maintaining employee satisfaction. Additionally, ongoing sales training, service delivery improvements, and real-time resolution of customer grievances play a vital role in strengthening overall retail performance.

Funding

This research did not receive any specific grant from funding agencies in the public, commercial, or not-for-profit sectors.

Conflict of interest

The authors declare that they have no conflict of interest.

Author contributions

Author-1: Conceptualization, Data curation, Writing - Original draft. Author-2: Data curation, Formal analysis, Writing - Review & Editing. Author-3: Supervision, Validation, Writing - Review & Editing.

Ethical approval

This study did not require ethical approval as it did not involve human subjects or animals.
Data Availability Statement: Data will be shared upon reasonable request.

References

[1] Cameron, K.S., & Quinn, R.E. (2011), Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework (3rd ed.). Jossey-Bass.
[2] Robbins, S.P., & Judge, T.A. (2018). Organizational Behavior (18th ed.). Pearson.
[3] Hofstede, G. (2001). Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations Across Nations (2nd ed.). Sage Publications.
[4] Martin, J. (2002). Organizational Culture: Mapping the Terrain. Sage Publications. https://doi.org/10.4135/9781483328478
[5] Grewal, D., Levy, M. and Kumar, V. (2009), "Employee experience management: An organizing framework", Journal of Retailing, 81(1), 1-14. https://doi.org/10.1016/j.jretai.2009.01.001.
[6] Puccinelli, N., Goodstien, R.C., Grewal, D., Price, R., Raghubir, P., and Stewart, D. (2009), "Employee experience management in retailing: Understanding the buying process", Journal of Retailing, 85(1), 15-30. https://doi.org/10.1016/j.jretai.2008.11.003.
[7] Berman, B., & Evans, J.R. (2010), Retail management: A strategic approach. NJ: Prentice Hall. Bradlow, Eric, Gangwar, M., Kopalle, P., Voleti, S. (2017), "The role of big data and predictive analytics in retailing", Journal of Retailing, 93, 76-96. https://doi.org/10.1016/j.jretai.2016.12.004.
[8] Li, Y., & Liu, L. (2012), "Assessing the impact of retail location on store performance: A comparison of Wal-Mart and Kmart stores in Cincinnati", Applied Geography, 32, 591-600. https://doi.org/10.1016/j.apgeog.2011.07.006.
[9] Nordfalt, J., Grewal, D., Rogeveen, A.L., and Hill, K. (2014), "Insights from in-store marketing experiments", In Shopper marketing and the role of in-store marketing, 11 eds.,Grewal, D., Rogeveen, A.L. Nordfalt, J. eds., Emerald books, 127-146. https://doi.org/10.1108/S1548-643520140000011005.
[10] Mackey, J., and Sisodia, R. (2014), Conscious capitalism: Liberating the hedonic spirit of business, Cambridge, MA: Harvard Business Review.
[11] Rogeveen, A.L., Anne, L., Grewal, D., Townsend, C., and Krishnan, R. (2015), "The impact of dynamic presentation format on consumer preferences for hedonic products and services", Journal of Marketing, 79, 34-49. https://doi.org/10.1509/jm.13.0521
[12] Accenture (2015),"Improving employee experience is top business priority for companies pursuing digital transformation", (accessed April 23, 2017). http://webcast.accenture.com?event=digital-transformation.
[13] Marketing Science Institute (2016), "Research priorities 2016-2018", (accessed April 24, 2017). https://doi.org/10.1509/jim.17.0034.
[14] Deloitte (2016), "Retail trends in 2016", (accessed April 25, 2017). https://doi.org/10.1016/j.jretai.2016.12.008.
[15] Doorn, V., Jenny, Mende, M., Noble, S.M., Hulland, J., Ostrom, A.L., Grewal, D., and Peterson, J.A. (2016), "Domo arigato Mr. Roboto: The emergence of automated social presence in employee s' service experiences", Journal of Services Research, (forthcoming). Durvasula.
[16] Suri, R., Rogeveen, A.L., Puccinelli, N.M., and Grewal, D. (2017), "Should prices be placed in the left-visual field or right visual field? Working paper. https://doi.org/10.21511/ppm.16(4).2018.24.
[17] Wansink, B. (2017), "Healthy profits: An interdisciplinary retail framework that increases the sales of healthy foods", Journal of Retailing, 93, 65-78. https://doi.org/10.1016/j.jretai.2016.12.007.
[18] Illinois Kahn, Barabara. (2017), "Using visual design to improve employee perceptions of online assortments", Journal of Retailing, 93, 29-42. https://doi.org/10.1016/j.jretai.2016.11.004.
[19] Krishna, A., Cian, L., and Aydinoglu, N.Z. (2017), "Sensory aspects of package design", Journal of Retailing, 9, 43-54. https://doi.org/10.1016/j.jretai.2016.12.002.

[20] Grewal, D., Rogeveen, A.L., Sisodia, R., and Nordfalt, J. (2017), "Enhancing employee engagement through consciousness", Journal of Retailing, 93, 55-64. https://doi.org/10.1016/j.jretai.2016.12.001.
[21] Inman, Jeffery, J., and Nikolova, H. (2017), "Shopper facing retail technology: A retailer adoption decision framework incorporating shoppers attitude and privacy concerns", Journal of Retailing, 93, 7-28. Irwing. ISSN 0798 1015. https://doi.org/10.1016/j.jretai.2016.12.006.
[22] Balasubramanian, A. (2021). AI Driven Cross-Cultural Retail: Adapting Visual Content and Products to Regional Trends.
[23] Kazlauskaitė, E. (2025). The influence of digital transformation on human resource management practices in multinational corporations (Doctoral dissertation, Vilniaus universitetas.).
[24] Backman, M., Nilsson, H., & Öner, Ö. (2025). Career trajectories in retail and wholesale–turnover, retention, and labor status. The International Review of Retail, Distribution and Consumer Research, 35(3), 334-354. https://doi.org/10.1080/09593969.2024.2411201.
[25] Fisher, M., Gallino, S., & Netessine, S. (2021). Setting retail staffing levels: A methodology validated with implementation. Manufacturing & Service Operations Management, 23(6), 1562-1579. https://doi.org/10.1287/msom.2020.0917.
[26] Hubmer, J., & Restrepo, P. (2021). Not a typical firm: The joint dynamics of firms, labor shares, and capital–labor substitution (No. w28579). National Bureau of Economic Research. https://doi.org/10.3386/w28579.
[27] Botelho, C. (2020). The influence of organizational culture and HRM on building innovative capability. International journal of productivity and performance management, 69(7), 1373-1393. https://doi.org/10.1108/IJPPM-05-2019-0228.
[28] Liu, X., & Lin, K. L. (2020). Green organizational culture, corporate social responsibility implementation, and food safety. Frontiers in Psychology, 11, 585435. https://doi.org/10.3389/fpsyg.2020.585435.
[29] Kwon, W. S., Woo, H., Sadachar, A., & Huang, X. (2021). External pressure or internal culture? An innovation diffusion theory account of small retail businesses' social media use. Journal of Retailing and Consumer Services, 62, 102616. https://doi.org/10.1016/j.jretconser.2021.102616.
[30] Park, Sunyoung, and Min Young Doo. "The effect of organizational culture and HR practices on female managers' commitment and job satisfaction." European Journal of Training and Development 44.2/3 (2020): 105-120. https://doi.org/10.1108/EJTD-03-2019-0045.
[31] Sabuhari, R., Sudiro, A., Irawanto, D., & Rahayu, M. (2020). The effects of human resource flexibility, employee competency, organizational culture adaptation and job satisfaction on employee performance. Management science letters, 10(8), 1775-1786. https://doi.org/10.5267/j.msl.2020.1.001.