

## **A study on salesforce attrition in retail sector**

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### **Abstract:**

*Retail salesforce are the face of retail industry. The salesforce had face to face communication with employees. So, a satisfied employee could be more attentive to customer queries. Getting and retaining this type of salesforce is very important and at the same time it's very difficult also. The present study was aimed to find out different significant factors causing salesforce to leave the retail outlets operated in Visakhapatnam city of Andhra Pradesh, India. The study also offers suggestions to retain the salesforce working in retail outlets. The findings of the study reveals that lack of job satisfaction, Salary, Lack of promotional opportunities, Lack of incentives, lack of trust, lack of job security, Work pressure, no scope for career growth, No scope for skill development, lack of respect are major reasons for employees in this sector to quit the job and organisation.*

**Key words:** *Salesforce attrition, salesforce retention, job security*

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### **I. Introduction:**

Procuring and retaining sales talent has become the top priority in many organisations. Though organisations are striving to hold the salesforce for a long time, still salesforce attrition has become one of the critical issues to be addressed by HR departments. Retail salesforce are the face of retail industry. The salesforce had face to face communication with employees. So, a satisfied employee could be more attentive to customer queries. Getting and retaining this type of salesforce is very important and at the same time it's very difficult also.

### **Objectives of the study**

The major objectives of the study are to find out different significant factors causing salesforce to leave the retail outlets operated in Visakhapatnam city of Andhra Pradesh, India. The study also offers suggestions to retain the salesforce working in retail outlets.

### **II. Methodology**

Both primary data and secondary data were used to conduct the study. As a part of primary data collection, a structured questionnaire was designed on a five-point scale with assigned weights (Strongly agree – 5, Agree – 4, Slightly Agree – 3, Disagree – 2, Strongly Disagree – 1) and distributed to 80 salesforce working in retail outlets operated in Visakhapatnam. The responses have been collected and analysed with the help of Weighted average method. To supplement this, secondary data has been collected from different research articles published, reports and websites.

### **III. Review of literature**

**“Employee attrition and its controlling measures: A case study of a retail store in Pune” (2020) author Sneha Bagchi** tries to identify the reasons behind the employees who mostly left the organization. He found that competitive pay, work life imbalance, work stress due to long working hours and some others are the reasons behind the employees who left the organisation.

**“Strategies for Reducing Short-Tenured Employee Attrition in the Retail Grocery Industry” (2018) author Ogechi Ngemegwai** tries to identify approaches that managers in the retail grocery industry use in reducing short-tenured employee attrition. He revealed that implications for positive social change include

improving the quality of life of the community and citizens; improved levels of satisfaction in quality of life translate into developing and maintaining positive relationships with family and friends, as well as helping the local communities and the economy.

**“Impact of core-self evaluation and job satisfaction on turnover intentions: a study of Indian retail sector” (2018)** author Bindu Chhabra tries to explore the effect of job satisfaction and core self-evaluation on turnover intentions. The purpose of the study was also to see if core self-evaluation (CSE) moderates the relationship between job satisfaction and turnover intentions. He found that the relationship between job satisfaction and turnover intentions such that the relationship was stronger for the employees with low core self-evaluation.

**“Internal Communication Satisfaction As An Employee Motivation Tool In The Retail Sector in Pune” (2014)** authors Chitrao, Pradnya tries to identify the retail organizations’ internal communication systems for motivating employees and for ensuring customer satisfaction. They found that all employees prefer face-to-face interaction and that interpersonal, dialogic communication remains important at levels in an organization. **“Managing Attrition in Retail Sector: A Study of Firm in Bangalore” (2013)** authors Gupta, Priya; Alamelupriya, R; Sengupta, Angan tries to understand problem of attrition in retail stores. They found that motivation and job satisfaction are the key aspects in managing attrition.

**“The Long-Term Influence of Service Employee Attrition on Customer Outcomes and Profits” (2012)** authors Mahesh Subramony and Brooks C. Holtom proposed and tested a model linking service-employee attrition, customer-perceived service outcomes. The authors found that the relationship between voluntary turnover and customer-perceived service brand image and the relationship between downsizing and service brand image was fully mediated by the customer orientation levels of the staff. **“Employee loyalty: an exploration of staff commitment levels towards retailing, the retailer and the store” (2008)** authors Carley Foster, Paul Whysall & Lynette Harris tries to identify how employee loyalty manifests itself in a retail context. They find that, due to their domestic circumstances, female general assistants are more likely to be loyal to their store than men.

#### IV. Results and Discussion

The data collected from the respondents was analysed, tabulated and presented in the table No.1

Particulars	Strongly Agree	Agree	Slightly Agree	Disagree	Strongly Disagree	Mean Score	Rank
lack of job satisfaction	22	26	16	4	12	3.52	1
Salary	21	24	16	10	9	3.475	2
Lack of promotional opportunities	15	23	20	10	12	3.237	3
Lack of incentives	12	28	19	9	12	3.237	3
attrition in retail lack of trust	6	27	31	11	5	3.225	4
lack of job security	11	22	22	15	10	3.11	5
Work pressure	14	18	21	15	12	3.087	6
No scope for career growth	9	23	19	18	11	3.012	7
No scope for skill development	14	9	25	22	10	2.937	8
lack of respect	9	19	24	13	15	2.925	9
Long working hours	6	24	21	14	15	2.9	10
No proper communication system	10	11	26	14	19	2.737	11
Discrimination at work place	9	13	21	17	20	2.675	12
work life imbalance	9	12	21	20	18	2.675	13
support in work	4	19	16	23	18	2.6	14

Lack of motivation	4	16	23	16	21	2.575	15
lack of recognition	7	9	20	26	18	2.512	16
Rude behaviour at work	5	16	14	24	21	2.5	17
office politics	6	9	10	19	36	2.125	18

All the variables were assigned ranks with the help of weighted average method to understand the significant factors causing salesforce sector.

It has been observed that the variable “lack of job satisfaction” was assigned the first rank with the mean score of 3.52 as the significant reason for salesforce attrition in retail sector. As the nature of work of salesforce is very challenging that they have to continuously satisfy customers of different kinds. It would be very much required for the organisations to understand the reasons for job satisfaction and try to implement different job satisfaction provisions to a greater extent. A small study on salesforce job satisfaction on timely basis by the organisations will be greatly beneficial in understanding levels of satisfaction and take measures to retain them accordingly

The variable “salary” was assigned the second rank with the mean score of 3.475. Salary is considered to be the significant variable in retaining the employees understood from various research works done in this area. The organisations should design and implement better salary structure for the salesforce to motivate them and to retain them. It is suggested that the retail organisations can work on understanding the salary structures offered the other players in the industry

The variable ‘lack of promotional opportunities’ and ‘lack of incentives’ was assigned the third rank with mean score of 3.237. the organisations should encourage the employees to improve their qualifications and skills to meet the succession planning requirements. It is suggested that effective incentive system with timely payment not only motivates salesforce to work for their fullest capabilities but also provides a chance to earn to their efforts. This helps the retail organisations to retain the salesforce for a long time.

The variable ‘lack of job security was assigned the fifth rank with mean score of 3.11. The organisations should provide minimum job security to make employees more connected to work and organisation. It is suggested that providing job security to employees not only makes them connected to work but also we can get emotional touch with organisation which leads better results.

The variable ‘work pressure’ was assigned the sixth rank with mean score of 3.087. The organisations should organise ice breaking sessions to the employees in order to eliminate work pressure. It is suggested that effective ice breaking sessions and weekly contests to boost employee morale not only motivates salesforce to work for their fullest capabilities but also provides a chance to earn to their efforts. This helps the retail organisations to retain the salesforce for a long time.

## V. Conclusion

The analysis of salesforce attrition in retail sector shows that attrition of sales force is mainly depends on factors like lack of job satisfaction, Salary, Lack of promotional opportunities, Lack of incentives, lack of trust, lack of job security, Work pressure, No scope for career growth, No scope for skill development, lack of respect are major reasons for employees in this sector to quit the job and organisation. This paper could be useful for the retail organisation to identify major factors causing salesforce attrition and basing on our findings we provide suggestions to each factor. So, any retail organisation which is experiencing salesforce attrition can use these suggestions to get better results.

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