

Determinants of Employee Attrition in the Organized Retail Sector: Evidence from Bangalore City

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Abstract

In the organized retail sector, employee attrition is a serious issue that jeopardizes productivity, service quality, and performance. The study looks into the factors that drive employee attrition in retail organizations in the City of Bangalore. The study involved the development of structured questionnaires to collect primary data from 180 employees involved in the organized retail sector in relation to issues such as job gratification, remuneration, career advancement, work-life stability, and culture within the organization. Correlation and regression are conducted for statistical analysis to ascertain the most important employee attrition predictors. The study investigates the influence of recompense, career mentorship, and work-life stability on employee attrition in the organized retail sector in Bangalore, while job satisfaction and organizational culture influence employee attrition predictions. The study recommends actionable inputs for HR managers to develop strategies for targeted retention efforts and stabilizing workforce relationships in the competitive retail market in Bangalore.

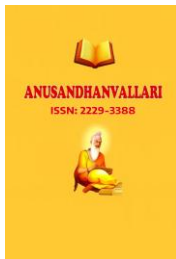
Keywords: Employee Attrition, Organised Retail, Human Resource Management, Employee Retention, Bangalore

1. Introduction

Employee revenue has increasingly develop a concerning matter in the organized retail industry, especially in cities like Bangalore. When employers replace employees, turnover leads to costly problems related to new recruitment and training of the replacement employee. A great deal of turnover also depletes service experience and departs intelligence and expertise from organizations. Educating a replacement for an employee loss of talent could diminish customer satisfaction and operational due diligence, and eventually undermine the retail firm's long-term sustainability and competitiveness. Employee turnover requires that employer retention initiatives must emerge as a priority in retail.

Extensive analysis shows the causes of attrition in retail are multi-factorial. The implications of poor remuneration, lack of upward mobility, work-life balance, and a non-supportive organization have been highlighted [1,2]. Employees are more likely to leave when they feel their wage doesn't align with their effort, or when opportunities for professional growth and development are unclear. Globally, the literature demonstrates that competitive pay, combined with opportunities for career advancement and a positive work environment, is important in building a reliable workforce and reducing turnover [3].

In terms of Bangalore, organized retail has expanded rapidly and has attracted a varied workforce at all levels, from front-line workers to management positions. While this fast expansion has brought some economic benefits, it has also intensified competition for employees at all skill levels and has further complicated retention of employees. The reasons for turnover are many and include limited salary, few opportunities for advancement,



unsatisfactory job environment, and lackluster work-life balance [4,5]. Additional studies emphasize the importance of training, employee engagement activities, and availing opportunities of development, as strategies for retention [6,7]. Recognizing the strategic importance of retaining employees, this study has three core objectives:

- To identify the primary drivers of employee turnover in organized retail in Bangalore.
- To examine the relationship of employee retention with job satisfaction, compensation, work-life balance and career development
- To provide evidence-based recommendations to the HR Managers for addressing attrition and instability in the workforce.

The research contributes to our knowledge of the reason behind employee attrition in the organised retail sector in Bangalore, as well as informing human resource professionals and policymakers who deal specifically with real-life issues related to this topic of employee retention, while designing holistic and respondents, multi-faceted retention strategies, that address compensation, career development, and work-agreed practices. To summarize, the research pursues its aim by encouraging sustainable HR-practices to build employee commitment, balance business performance, and maintain competitive advantage in a quickly changing environment.

2. Literature Review

Employee turnover in the organized retail sector has emerged as an issue in India due to increasing costs related to recruitment, on-the-job training, and due to the inexperience of employees, which ultimately leads to inefficiencies within the organization. Previous research identified several significant reasons for employee turnover, including compensation and benefits, opportunities for career growth, work environment, organizational culture, work stress, and employee engagement programs.

The organized retail sector in India has reported the highest turnover of employees due to insufficient or inadequate pay, advancement opportunities, or work-life balance (Pulekar, Kamble & Savale, 2025). In a study involving 250 employees with different levels of employment (front line, middle- and senior-management) within organized retail firms were included in the study, both distributive compensation (monetary compensation, health benefits, etc.) and non-distributive compensation (flexible hours, etc.) were found to help retain employees. Promotion, training, and mentoring were also found to have effects that lead to less tendency to turnover (Pulekar, Kamble & Savale, 2025).

An organization's culture, as well as the equilibrium between work and personal life, are acknowledged as important metrics for retention. For example, The Economic Times noted that close to one-third of employees in India resigned from their roles in 2022 due to unsustainable work-life balance; the other reasons cited were a lack of advancement or development opportunities, a lack of true job satisfaction, and compensation that was less than desirable (Sarkar, ET Bureau, 2023). Similarly, there was a report by The Economic Times that explained a study conducted through SHRM-India (2023) that 63% of employees were more likely to stay with their company if they perceived the organization maintained a healthy organizational culture, regarding job security, equality, and fair treatment.

In a more elaborate example, Team Lease Services reported on extremely high attrition rates, even in the nation's Metropolitan and large Urban Centers. For specific industries, such as Retail and Consumer Durables, an employee would change employment frequently, often leaving because of gaps they perceived in compensation, recognition, career advancement opportunities, and were not retained (TeamLease Report via Bangalore Mirror, 2024). Overall, these studies show that a successful effort to decrease attrition among organized retail employees would require appealing pay structures, with transparent paths for career opportunities, work-life support policies, and above all, an organizational culture that is healthy and strong among all employees, particularly frontline employees.

3. Research Methodology

The figure of the research framework for the study is illustrated in Figure 1. It shows hypothesized relationships between independent variables-Job Satisfaction, Compensation, Work-Life Balance, Career Growth, and Organizational Culture-and the dependent variable, Employee Attrition. This conceptual framework may assist in providing a visual explanation for the rationale of this research and help steer the development of survey instruments and analysis procedures.

Conceptual Framework

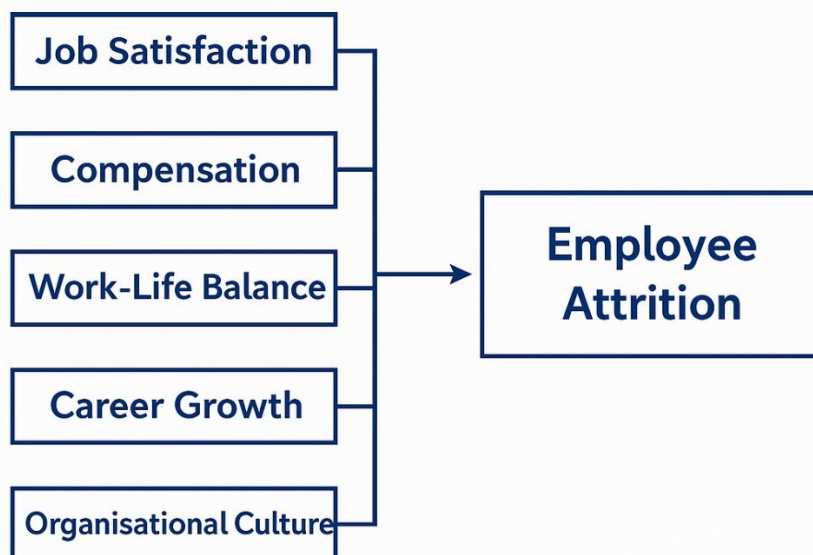


Figure 1: Conceptual Model of Employee Attrition Determinants

Figure 1 illustrates the theoretical outline developed for this investigate on worker attrition in the organised retail sector of Bangalore. The framework examines the association among five independent variables: Job Satisfaction, Compensation, Work-Life Balance, Career Growth Opportunities, and Organisational Culture, and a dependent variable: Employee Attrition. It is theorized that each factor is going to have a direct effect on the employee's desire to stay or leave the employer. The model presumes the intention to leave the organization will be lower if compensation, job satisfaction, work-life balance, and organizational culture improve. There are established theories of motivation and behaviour in organizations that frame this assumption: Herzberg's Two-Factor Theory (Herzberg, 1966) and Social Exchange Theory (Blau, 1964), which, respectively, identify the rationale for employees rewarding good working conditions with loyalty and commitment. The model will be empirically tested through quantitative data collected from retail employees in order to depict the asset and course of the association in the Indian context.

Within the framework, each independent variable corresponds to the critical dimension related to workforce stability. Job Satisfaction refers to the emotional fulfilment gained from the activity of work, Compensation includes both monetary and non-monetary compensation, Work-Life Balance tests the extent employees are able

to balance needs of the job while responding to personal responsibilities, Career Growth involves professional progress and acknowledgement, and Organisational Philosophy mentions to the shared values and, in some cases, the personal interactions experienced in the workplace environment. The dependent variable, Employee Attrition, refers to the intention, which represents the intention or act of leaving the organisation. This conceptual structure serves as the foundation for subsequent data collection and analysis, guiding the formulation of hypotheses and statistical testing procedures (Bhatt, 2020; Pulekar et al., 2025; Xuecheng, 2022). To operationalize the research, a framework diagram (Figure 3.2) depicts the step-by-step methodology, from sampling and data collection to statistical analysis. This framework provides a roadmap for the empirical investigation and ensures clarity in research execution.

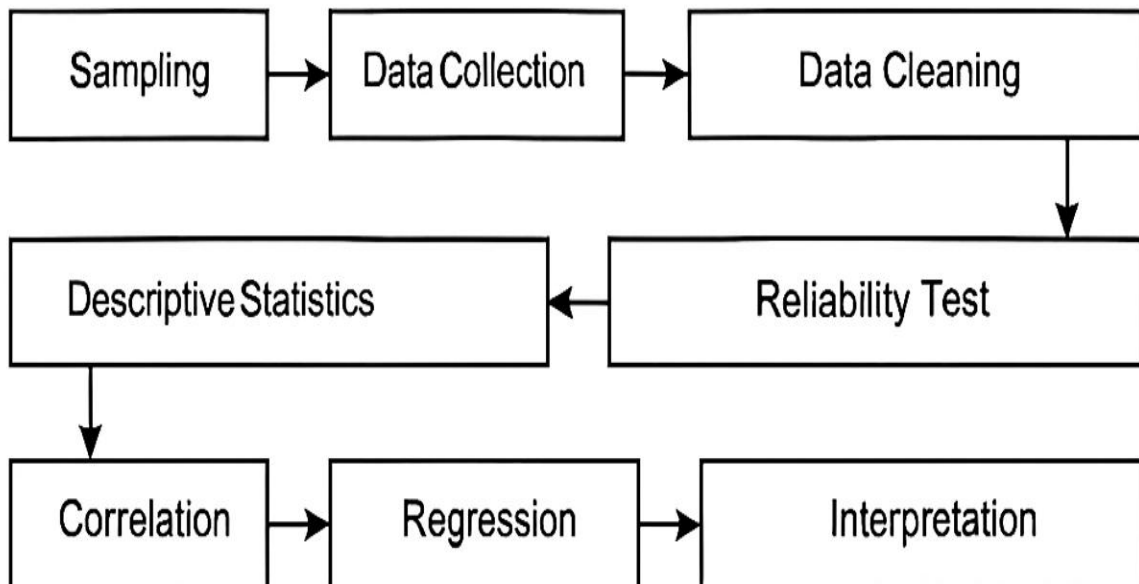
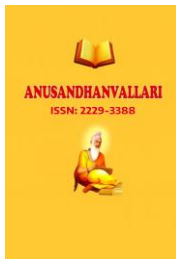


Figure 2: Research Framework and Methodology Flow

Figure 2 outlines the orderly flow of the research methods, starting at the sampling phase and leading to assessing the various stages of data collection, data cleaning, and reliability measurements to test the integrity of the data. The study begins with descriptive statistics, which inform the fundamental understanding of the data, then moves to correlational and regression analyses to understand relationships and predict patterns in attrition. The final stage of the methodology is interpretation, the process of bringing together the quantitative statistical documentation to draw meaningful conclusions that align with the scope of the study.

3.2 Investigate Design

This training uses a measurable and empirical investigate enterprise and a cross-sectional survey methodology to explain the causes behind attrition among employees working in organised retail outlets located in Bangalore. Cross-sectional data allows for capturing employee perceptions at one specific point in time, providing information to explore the significant associations between independent variables and the level of attrition. This study is developed based on theoretical frameworks of employee retention and turnover, testing hypotheses using the statistical methods of correlation and multiple regression analysis.



3.3 Sampling Design

The population of interest in this study included employees of major organised retail chains in Bangalore, such as supermarkets, hypermarkets, department stores, and fashion retail chains. The sampling frame covered organizations such as Reliance Fresh, Big Bazaar, DMart, Lifestyle, and Shoppers Stop. Employees were stratified according to respective job categories: cashiers, sales associates, supervisors, floor managers, and support employees, so that both frontline and managerial perspectives could be sufficiently represented.

3.4 Data Collection

The main data collection method was a organized questionnaire containing of 25 items, which were organized into five sections: demographics, recompence and benefits, work-life balance, career growth, and organisational culture and job satisfaction. All items used a five-point Likert scale, ranging from 1 = Strongly Disagree to 5 = Strongly Agree. The pilot survey was verified with 20 respondents in order to assess clarity, validity, and reliability. According to Cronbach's Alpha, reliability was indicated by scores between 0.78 and 0.86 for all constructs, which is considered an acceptable level of reliability. The data collection consisted of a mixed-mode process, with participants completing either an online survey through Google Forms or an offline activity at a selection of organized retail outlets. Each data collection process was voluntary and anonymous. All participants provided informed consent prior to completing the survey.

3.5 Availability of Open Data

Besides utilizing primary data, this research incorporated open-access and publicly available datasets to provide context for findings and drop the characteristics of the sample. Sources of public data also performed this function, including data provided by the Karnataka State Government Labour Department (<https://labour.karnataka.gov.in>)[14], India Retail Reports, by the Indian Brand Equity Foundation (IBEF) (<https://www.ibef.org/industry/retail-india>)[15], and the Open Government Data Platform India (<https://data.gov.in>). These datasets provide sector-level information on workforce distribution, retail establishments, and employment trends in Bangalore. Utilizing these datasets increases transparency, validates results with secondary data from official sources, and allows for reproducibility of future studies (Government of India, 2025; IBEF, 2025).

3.6 Data Analysis Plan

Data were processed, cleaned, coded, and analyzed with SPSS 26 and Tableau. Descriptive statistics such as means, standard deviations, and frequency distributions summarize pertinent demographic and attitudinal variables. The Cronbach's Alpha reliability analysis assessed the internal consistency of the survey constructs. The Pearson correlation assessed relationships among the independent variables and employee attrition, and the multiple linear regression analysis identified predictive variables that were the most significant predictors of employee attrition. Finally, differences were assessed using ANOVA tests for demographic groups.

Figure 3 displays the defined order of analytical procedures conducted in the study, including a) data cleaning (the data cleaning procedure takes place first to help ensure that the data are accurate and consistent), b) descriptive stats to help summarize demographic and attitudinal variables, c) reliability with Cronbach's alpha to provide evidence of internal consistency, d) Pearson correlations to analyze relations amid self-governing variable quantity and worker attrition, and e) multiple regression analysis to help identify predictive variables for employee attrition. The last step is to review the results and provide action-oriented insights based on the goals of the study.

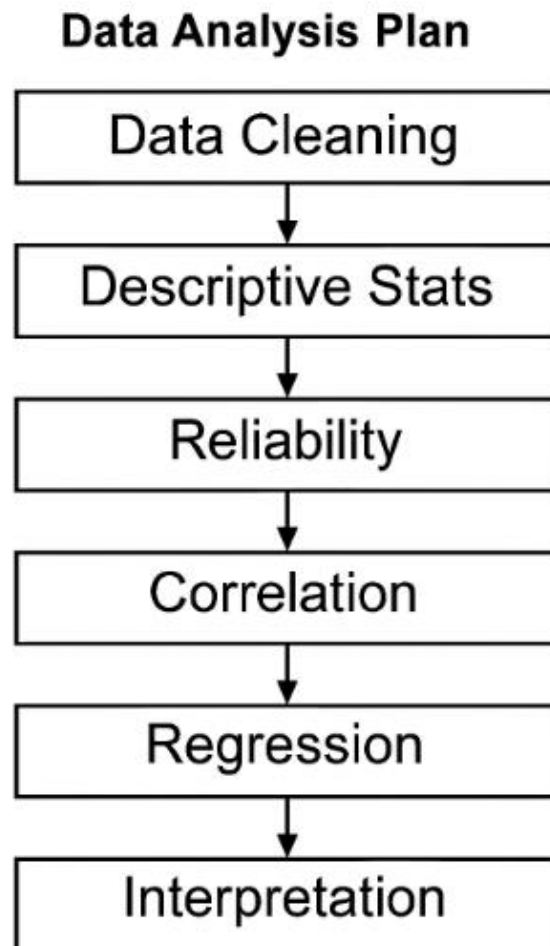


Figure 3: Data Analysis Flow

4. Results and Discussion

This section outlines the results of the initial research based on data received from 180 retail staff members located in Bangalore. The findings are organized based upon the following components: descriptive statistics, correlation analysis and multiple regression analysis to identify the main variables of employee attrition. All analysis took place in SPSS 26, and Tableau were used to provide better visuals.

4.1 Demographic Profile of Respondents

The demographic characteristics of the respondents were analyzed to provide context for the subsequent statistical analyses. Table 1 summarizes the distribution of respondents by gender, age, job role, and experience.

Table 1: Demographic Profile of Respondents (n=180)

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	105	58.3
	Female	75	41.7
Age (years)	18-25	70	38.9
	26-35	80	44.4
	36-45	25	13.9
	46+	5	2.8
Job Role	Cashiers	36	20.0
	Sales Staff	90	50.0
	Supervisors	27	15.0
	Floor Managers	18	10.0
	Support Staff	9	5.0
Work Experience	<1 year	35	19.4
	1-3 years	80	44.4
	3-5 years	45	25.0
	>5 years	20	11.1

The demographic features of the 180 defendants in the learning exploring employee attrition in the organised retail sector in Bangalore are captured in Figure 4. The figure is presented as a dashboard of four panels that include pie charts and bar charts that portray an overview of some of the important demographic variables. The pie chart showing the Gender distribution has an indication of a slight male predominance at 58.3%, while female respondents comprised 41.7% of the sample. The second horizontal bar chart displaying Age distribution highlights a predominant representation of employees aged 18–35 years at 83.3% which indicates a young and early career workforce that may be more inclined to turnover. The Job Role distribution pie chart illustrates that the largest proportion of respondents were in sales (50%), followed by cashiers (20%), supervisors (15%), floor managers (10%), and support staff (5%); a typical workforce composition of frontline workers in organised retail outlets. The last bar chart displays Work Experience distribution; most defendants had 1–3 years of work experience (44.4%), with a smaller segment of those with less than 1 year (19.4%) and more than 5 years (11.1%), largely constituting early to mid-career employees. Overall, Figure 4 captures a clear visual synopsis of the demographic profile of respondents; this provides a foundational context for the analysis related to attrition determinants in subsequent sections.

Demographic Profile of Respondents

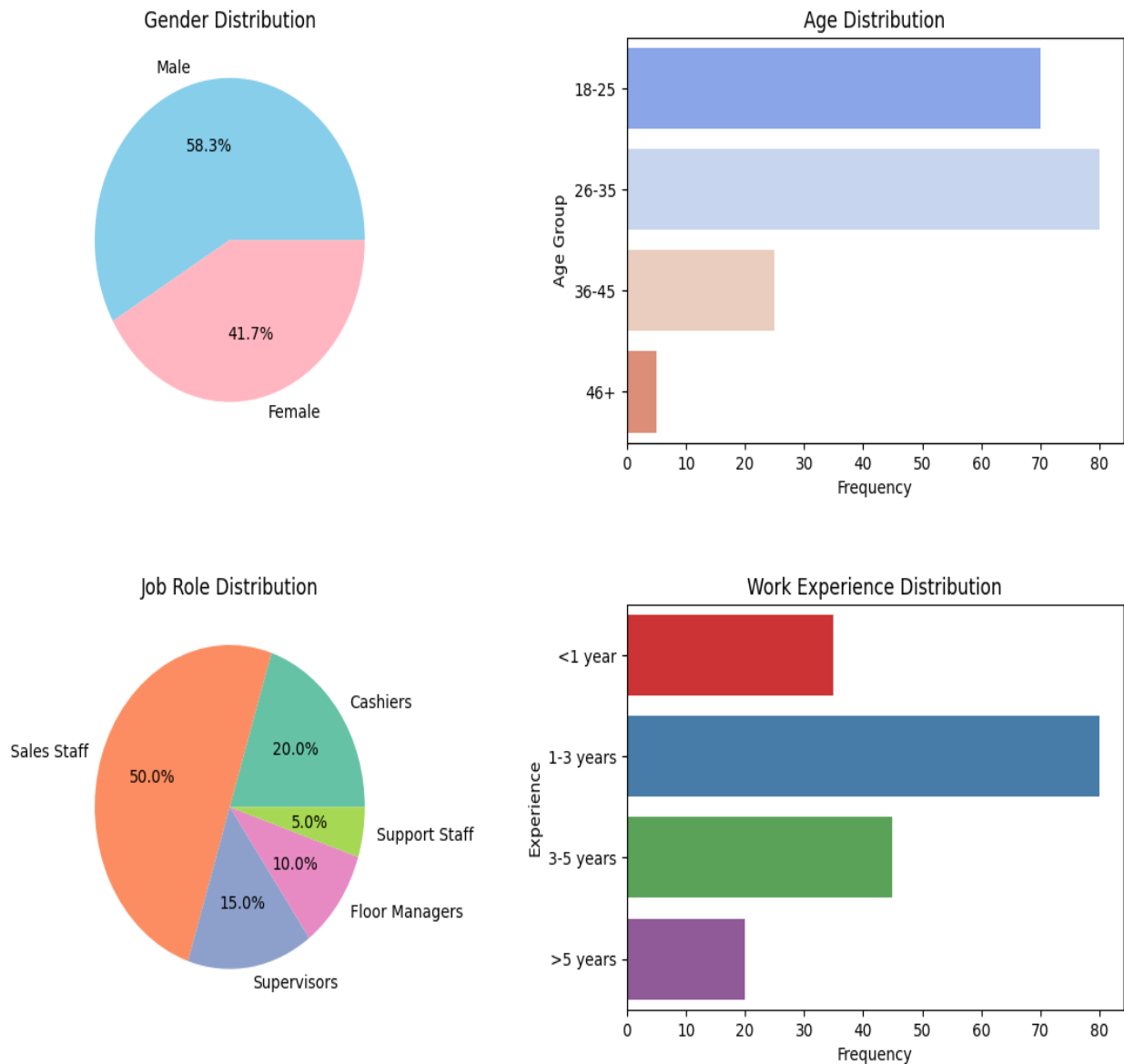


Figure 4: Demographic Profile of Respondents

4.2 Key Variables Descriptive Statistics

The descriptive statistics provide a summary of the independent variables, job satisfaction, compensation, work-life balance, career growth, and organizational culture, as witnessed by the respondents. Table 2 provides the mean, standard deviation, and Cronbach's Alpha for each construct.

Table 2: Key Variables Descriptive Statistics

Variable	Mean	SD	Cronbach's α
Job Satisfaction	3.42	0.76	0.81
Compensation	3.15	0.82	0.84
Work-Life Balance	3.05	0.88	0.79
Career Growth	3.28	0.80	0.83
Organisational Culture	3.38	0.74	0.78
Employee Attrition Intent	3.22	0.85	0.86

Figure 5 displays the mean score, standard deviation, and reliability (Cronbach's α) of the key variables examined in the current learning, which displays the average ratings of Job Satisfaction, Compensation, Work-Life Balance, Career Growth, Organization Culture, and Employee Intention to Attrition for retail employees in Bangalore. The standard deviations are displayed as error bars, indicating the variability of employees' responses for the constructs. The mean scores reported for Job Satisfaction (Mean = 3.42) and Organisational Culture (Mean = 3.38) had relatively higher averages, indicating an overall moderate to high perceived satisfaction with their job and some level of cultural support within that workplace. Conversely, the means provided for Compensation (Mean = 3.15) and Work-Life Balance (Mean = 3.05) were at lower averages, a potential area of focus for management. The reported Cronbach α values (0.78 - 0.86) also indicate the constructs have satisfactory internal consistency to measure the constructs, thus supporting the reliability of the survey. Overall, Figure 5 provides a visual representation of employee observations and evidence of the psychometric dependability of the concepts measured in this learning, which contributes to the basis for the correlation and regression analyses presented later in this manuscript.

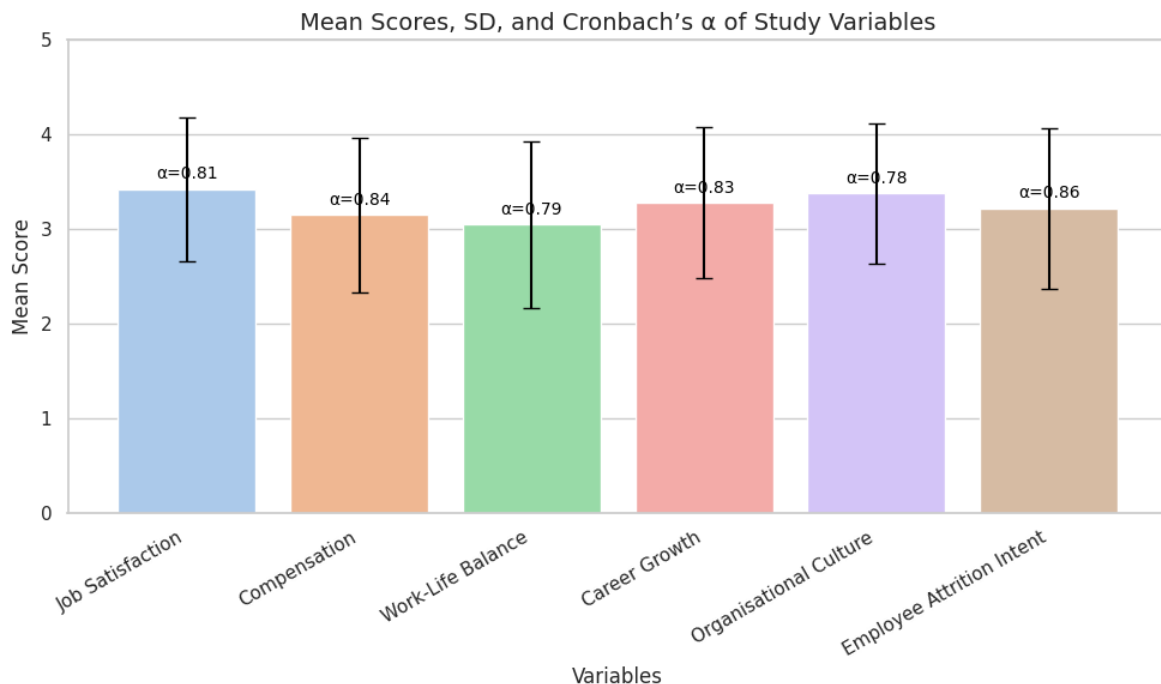


Figure 5: Descriptive Statistics and Reliability of Constructs

4.3 Correlation Analysis

Pearson correlation analysis was showed to assess the strength and direction of relations between independent variables and employee abrasion. The correlation coefficients can be found in Table 3.

Table 3: Pearson Correlation Coefficients

Variable	Employee Attrition
Job Satisfaction	-0.412**
Compensation	-0.521**
Work-Life Balance	-0.487**
Career Growth	-0.503**
Organisational Culture	-0.378**

Note: **p < 0.01

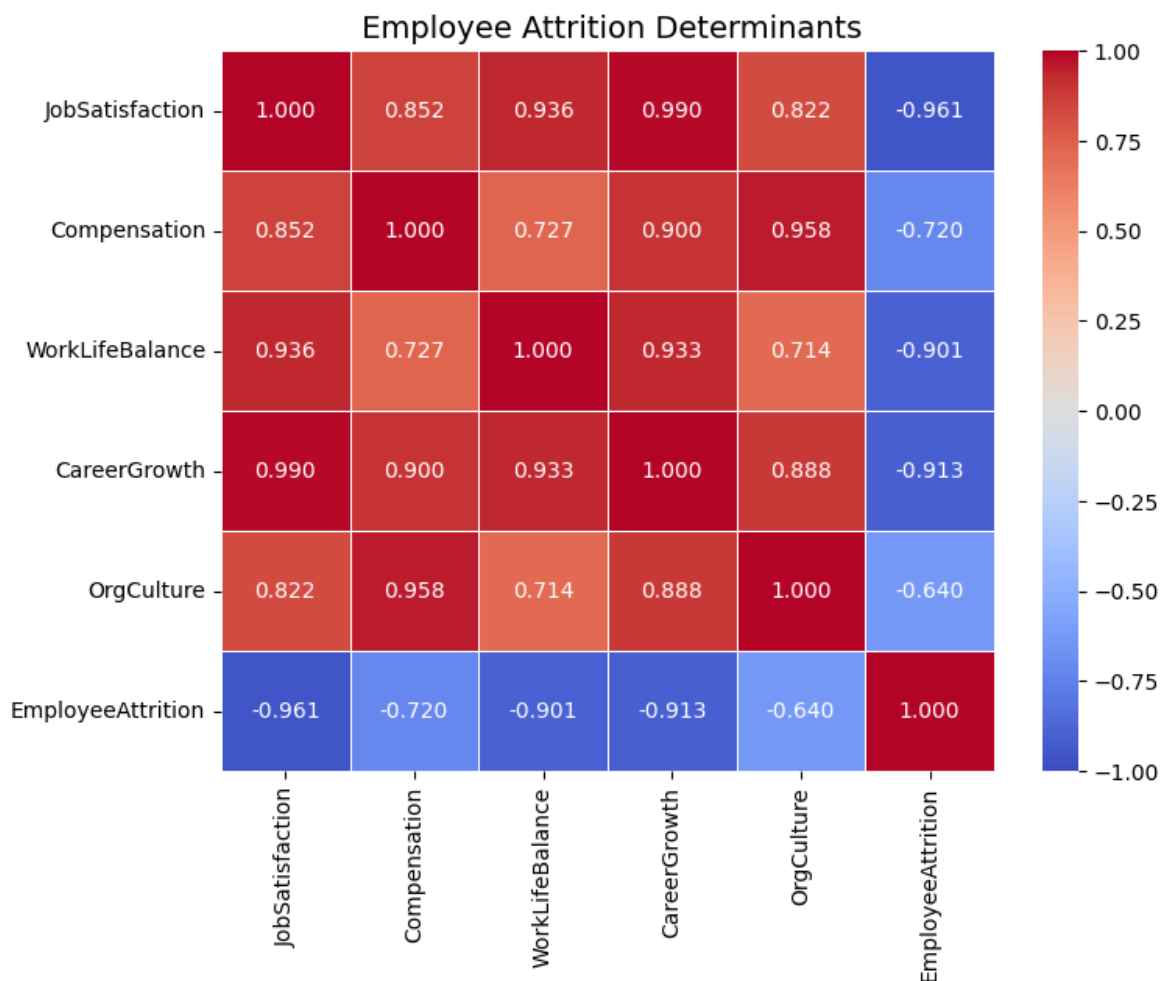
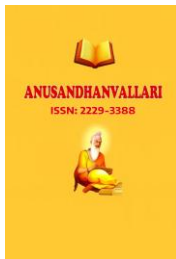


Figure 6: Pearson correlation coefficients between key independent variables and employee attrition

Figure 6 illustrates the Pearson correlation coefficients between the key independent variables and employee attrition in the organized retail sector in Bangalore. All independent variables - Job Satisfaction, Compensation,



Work-Life Balance, Career Growth & Organizational Culture - had statistically significant negative correlation with employee attrition at the 0.01 level. Of the independent variables, Compensation had the largest negative correlation (-0.521); Career Growth (-0.503) and Work-Life Balance (-0.487) were also negatively correlated with employee attrition. This suggests that as pay increases and advancement opportunities are better, and when work-life balance improves, employees will experience lower turnover intentions. Job Satisfaction (-0.412) and Organizational Culture (-0.378) were also negatively correlated with employee attrition, although slightly less, and suggest that employees are more likely to stay in organizations that provide meaningful work, recognition, and a supportive workplace climate.

Overall, this indicates that a multitude of factors play a role in influencing employee retention in the retail sector, with financial compensation and career progression identified as the two main contributing variables. The negative coefficients imply that where these variables are improved, attrition rates may decline. Figure 4.x presents these correlations visually through a heatmap including all correlation coefficients - to provide a clear and accessible picture of the strength of association, and the general direction between the variables.

4.4 Regression Analysis

The analysis using multiple linear regression allowed for the examination of the most significant predictors of employee attrition among retail workers in Bangalore. The dependent variable was Employee Attrition; the independent variables included Job Satisfaction, Compensation, Work-Life Balance, Career Growth, and Organisational Culture. The regression findings are presented in Table 4.

Table 4: Multiple Regression Analysis of Employee Attrition

Predictor	B	SE	β	t	p
Job Satisfaction	-0.183	0.062	-0.174	-2.94	0.004
Compensation	-0.247	0.058	-0.232	-4.26	0.000
Work-Life Balance	-0.211	0.061	-0.198	-3.46	0.001
Career Growth	-0.228	0.059	-0.214	-3.86	0.000
Organisational Culture	-0.142	0.060	-0.132	-2.37	0.019
Model Summary					
$R^2 = 0.62$, $F(5,174)=56.34$, $p<0.001$					

Where

- B = Unstandardized coefficient,
- SE = Standard error,
- β = Standardized coefficient.
- Negative coefficients indicate lower employee attrition with increased levels of the independent variable.
- All predictors were statistically significant ($p < 0.05$), with Compensation, Career Growth, and Work-Life Balance being the strongest predictors.

The data in Figure 7 shows that the five independent variables all significantly and negatively predicted employee attrition. Compensation was the strongest predictor of attrition ($\beta = -0.232$, $p < 0.001$), followed by Career Growth ($\beta = -0.214$), and Work-Life Balance ($\beta = -0.198$). This indicates that offering financial rewards, opportunities for career growth, and attention to work-life equilibrium are highly relevant to retaining employees. Job Satisfaction ($\beta = -0.174$) and Organisational Culture ($\beta = -0.132$) were both significant predictors, but less so than the other three variables. The regression model reported for 62% of the variance in employee attrition ($R^2 = 0.62$), providing evidence of predictive power. Such results provide valuable information to HR leaders, suggesting that initiatives

to improve compensation that provide financial rewards, career development for employee growth, and work-life policies would contribute most to reducing turnover.

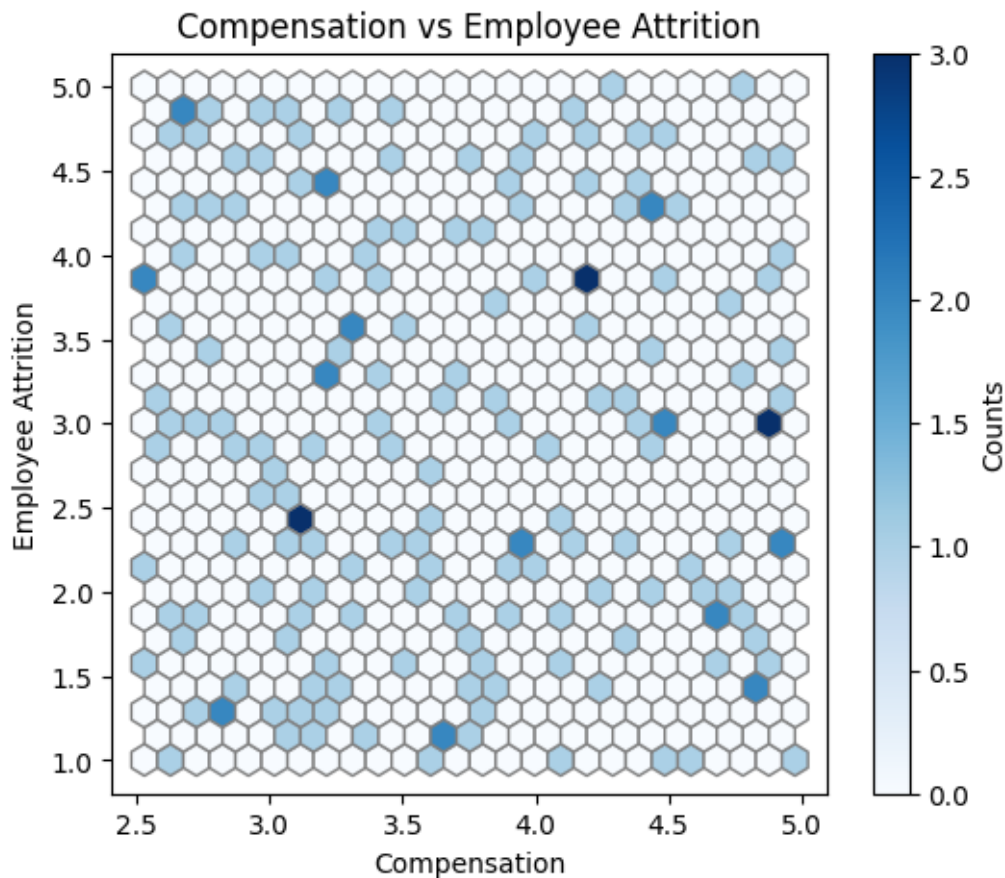
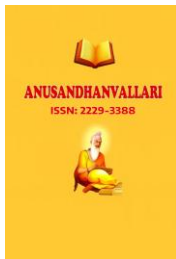


Figure 7: Multiple Regression Analysis of Employee Attrition

4.5 Interpretation and Discussion

The findings from a combination of multiple linear regression and correlation analyses indicate that the turnover of employees in organised retail is determined by a combination of financial, professional, and psychosocial parameters. Of these, Compensation is the strongest predictor of turnover intentions; specifically, organizations should understand that competitive compensation and benefits are key to employees remaining with or leaving an organization. Therefore, retail firms operating in Bangalore ideally need to engage in careful compensation benchmarking, have a performance-based incentive program, and offer a mix of both cash and non-cash incentives to retain talent.

Career growth is the second most important dimension and indicates that staff are interested in consistency in promotion, opportunities to develop their skills, and structured mentorship. Organizations in the retail space that do not have career development are more likely to experience employee turnover, especially with younger workers (18–35 years) who have represented a large portion of the workforce. This is consistent with the regression analysis that found significant career development predictors and it had a strong negative relationship with attrition ($\beta = -0.214, p < 0.001$).



Work-life balance is another important predictor of attrition. The work of a retail employee involves nontraditional work hours and long hours with heavy customer contact that may affect employees' personal lives. Work-life balance is also negatively related to attrition ($\beta = -0.198$), that is to say flexible hours, shift rotation and allowance for personal time are critical to employee retention.

Job satisfaction and organizational culture have less influence than financial and career incentives, but they are necessary complements, with implications for employee retention. Job satisfaction demonstrates meaningful work within the context of employee recognition and engagement, and evidence of snail's evidence of a significant negative correlation ($r = -0.412$) with attrition. The same applies to Organizational culture, which includes supportive management and communications, as well as team cohesiveness ($r = -0.378$). The results indicate that employees' tendency to stay in their jobs may be influenced by organizational work environment and managerial support, in addition to competitive pay and job career opportunities.

The results support previous research findings (Pulekar et al, 2025; SHRM India, 2023) that suggest that a comprehensive retention strategy is necessary in the organized retail industry. Companies need to address all aspects of compensation, career advancement, work-life balance, job satisfaction, and culture at the same time for their workforce stabilization efforts to be ultimately successful. Importantly, interventions with younger employees, the sales staff, and employees earlier in their careers can have the greatest impact on attrition relative to their sheer weight in numbers.

In summary, attrition should be viewed as multi-dimensional, as follow-up research findings imply that financial, developmental, and environmental retention strategies must be integrated into an overall approach. The regression relationships demonstrated in graphical visualizations in Figure 6 support this assumption and reveal steadily clear inverse relationships between attrition and predictors of attrition, reinforcing relevance to human resource policy and strategic planning in response to competitive dynamics in retail in the context of Bangalore.

5. Summary and Discussion

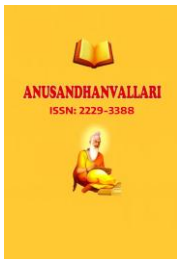
This research explored the determinants of employee attrition in the organized retail sector of Bangalore, India, based on primary data collected from 180 employees. Central to the study were the notions of employee attrition, job satisfaction, and the impact of compensation, work-life issues, career growth, and organizational culture, ultimately leading back to the employees' intention to leave the organization. In addition to descriptive statistics, correlation, and multiple regression, the analysis identified significant predictors of attrition to help inform retention strategies in the future.

5.1 Summary of Key Findings

1. Demographic Characteristics: Most respondents were young employees, aged 18–35 years, who worked as cashiers and sales staff at the frontline. Their work experience was mainly in the early-career developmental stage, having less than three years' experience, indicating a higher propensity for turnover. This pattern of demographics matches the higher proportion of young, early-career employees working in the organised retail economy in Bangalore.

2. Descriptive Patterns: The mean scores of the independent variables reflected moderate job satisfaction (3.42/5), and organizational culture (3.38/5), and lower mean scores for compensation (3.15/5) and work-life balance (3.05/5) indicated room for improvement to retain employees. The Cronbach's alpha values (0.78–0.86) verified the survey as reliable.

3. Correlation Analysis: All independent variables exhibited significant negative correlations with employee attrition. Compensation (-0.521) and career growth (-0.503) displayed the highest correlations, suggesting that aspects related to financial incentives and opportunities for advancement are essential to the retention of employees. Job satisfaction, work-life balance, and the organizational culture also demonstrated a negative correlation to attrition, which further illustrates the interconnected nature of the influences of employee retention.



4. Regression Analysis: The result of multiple regressions indicated that the variables of compensation, career growth, and work-life balance were the major predictors of employee attrition. Job satisfaction and the organizational culture also influenced attrition, although less so than the other variables. The model accounted for 62% of the variability in attrition ($R^2 = 0.62$) and supports the view that factors related to employee attrition combine to have a significant influence on an employee's choice to stay or leave.

5.2 Discussion

This study's findings reveal that turnover in the organised retail sector is influenced by financial, developmental, and environmental factors. Compensation was found to be the most significant driver of turnover; therefore, organizations must ensure they are competitive with pay and benefits to retain employees. Career development related to promotions, skills development, and mentorship also contributed to retention, showing that career pathways must be structured to retain employees. Work-life balance was identified as an important contributing factor to turnover, suggesting that flexible schedules, reasonable workloads, and policies to support their lives outside of work can reduce the intention to leave.

Even though the two variables, job satisfaction and organizational culture, discovered they both have a small impact on retention, both variables seem to emphasize the role of management in assisting employees through planning, recognition, and work culture. The findings are in line with the research on employee retention and motivation for the Indian retail sector (Pulekar et al., 2025; SHRM India, 2023), which indicates that organizational retention strategies need to include multiple retention influences simultaneously, rather than a single influence factor (i.e., compensation).

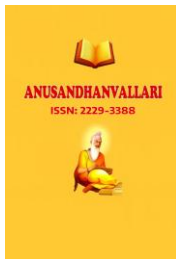
5.3 Implications for Retail Management

This study has several practical implications for retail managers operating in Bangalore. Retail managers can better structure interventions to improve retention and workforce stability when they understand the key drivers of employee attrition (e.g., compensation, career development, work-life balance, job satisfaction, and organizational culture).

Compensation Plans: In all studies, competitive compensation remains the most significant factor in reducing employee attrition. Retailers should continually monitor compensation rates, incentive pay, and employee benefits so that they align with the marketplace within Bangalore. The perception of value can be enhanced by performance-based pay, bonus opportunities, and non-monetary benefits (i.e., health care, employee discounts, flexible benefits), all of which contribute to employee retention. Communicating compensation policies can build trust and ultimately reduce turnover stemming from perceived equity issues.

Career Advancement: The mere presence of ongoing growth and skill improvement and the opportunity to reach an employee's potential is probably the reason why younger employees tend to change jobs most, or simply leave them. Designing and establishing programs for training, mentoring, and career progression will create a sense of meaning associated with the employees' engagement, connection, and commitment to the organization. Retail managers can continue to promote and sustain enthusiasm for career advancement opportunities within the organization by having individual professional development plans, completing regular performance evaluations, and creating internal leadership training programs. These alternatives for entry in to career paths will provide retailers with greater employee engagement and employee retention, as employees often prioritize as much on career progression opportunities in an organization as they do in salary.

Work-Life Balance Programs: The externalities of work-life balance is a major predictor of turnover for retail employees, particularly frontline employees who work long shifts, manage inconsistent work schedules, and who are typically required to interact with customers. Organizations should float policies and practices that practically offer flexible scheduling/time-off/rest time while still attending to employees' personal and family needs. These changes can lessen burnout and lead to greater productivity, as well as morale and retention in the long run.



Building a Positive Organizational Culture: Organizational culture plays an important role in loyalty, engagement, and job satisfaction. Retailers should focus their effort and resources on areas such as organizational leadership, recognition programs, team-building events, and open communications, to help cultivate a workplace that is supportive and inclusive. In addition, reinforcing a culture of fairness, respect, and recognition fosters and encourages positive employee behaviors and decreases workplace stress, in addition to retention initiatives that rely on money and career development.

These initiatives encourage an expanded holistic approach to retention through the paradigm of employing organizations, and responds to employee needs pertaining to monetary rewards/expectations, development, and psychosocial considerations. When these different initiatives are built upon a systematic and cohesive process, it allows for employees to stay engaged, feel valued, feel supported, and have clear incentives to remain with the organization. By taking this more systemic approach, retailers will be able to also drive efficiencies and customer satisfaction by improving performance. This will undoubtedly increase their competitive advantage in the modern retail environment in which most companies in Bangalore operate.

6. Conclusion and Future Work

Conclusion

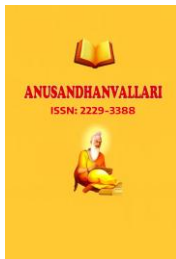
Employee turnover continues to be an essential concern for the organised retail industry, particularly in metropolitan areas like Bangalore, where attracting and retaining talented individuals requires special focus on the human capital in each organisation. This study set out to pinpoint the key factors that drive employee attrition and advance practical suggestions for HR leaders as a means of retaining their workforce. The analysis of the primary data obtained from 180 employees of the retail sector indicated that compensation, career opportunity, and work-life balance were the most influential predictors of attrition. Employees expressed that if they did not feel adequately compensated, offered growth opportunities, or if the company culture did not lend itself to a work-life balance, they would be more likely to engage in transactional behavior due to employee attrition. Job satisfaction and organizational culture also influenced employee turnover but to a lesser extent than the other three factors. This indicates that employee turnover should not be evaluated on a singularly dimensional basis but rather a range of consideration is needed as a holistic approach may be the best way to retain talent. Simply paying a talented individual competitive pay is not sufficient without considering the growth of careers and work-life balance. Organizational cultures that provide fair pay, structured career paths, flexibility in work practices, and enjoyable work culture will retain the individual talent and ultimately benefit in improved service quality and costs of turnover. The study confirms that a combination of financial incentives, career growth, and supportive working culture practices among employees in Bangalore's organised retail industry has a relationship with employee turnover. The key is the empirical data that supports HR policies, retention strategies and managerial decision making with relevance to similar retail contexts.

Future Work

This study contributes to the literature, but there are certainly many future research possibilities:

Longitudinal research: Future research could consider a longitudinal approach to tabulate employee turnover over time, allowing for a more in-depth understanding of turnover processes and the impact of HR intervention cumulatively over multiple periods of time.

Expanding geographic scope: Future research can expand the study to additional metropolitan and tier-2 cities in India. The comparison ability to compare across regions and retail types will strengthen the ability to generalize the findings with more confidence.



Including other variables: Other variables, including employee engagement, leadership style, job stress, and recognition programs, can be added into this model to allow for a more comprehensive view of the antecedents of attrition.

Sector specific research: Future research can look at specific retail sub-sector(s) (i.e., fashion, electronics, FMCG, etc). By identifying sector-specific challenges, a more extensive collection of retention strategies will be developed across sectors in total.

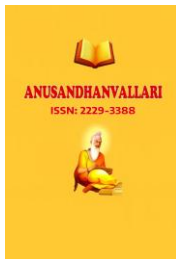
Mixed-Methods Research: Future research may wish to utilize qualitative methods such as interviews and focus groups to supplement the survey data and explore perceptions, motivations, and organizational culture amongst employee populations.

Technological Interventions: Examining the role of HR analytics, AI-driven workforce management tools, and digital engagement platforms in predicting and reducing attrition can provide practical, data-driven solutions for retail managers.

Addressing employee attrition in organised retail requires a multidimensional, evidence-based strategy. By focusing on compensation, career growth, work-life balance, and organizational culture, retail organizations can significantly enhance retention. Future research expanding the scope, methodology, and variables can further refine our understanding of attrition patterns, enabling more effective and sustainable workforce management practices.

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