

**A STUDY ON CONFLICT MANAGEMENT AND ITS IMPACT ON
EMPLOYEE JOB SATISFACTION WITH REFERENCE TO
RELIANCE TRENDS, THRISSUR**

Project Report

Submitted in partial fulfillment of the requirements

For the award of the degree of

MASTER OF BUSINESS ADMINISTRATION



University of Calicut

By

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IV Semester MBA

Under the guidance of

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Assistant Professor



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MBA 2022-2024

CERTIFICATE FROM THE PRINCIPAL

This is to certify that **Ms. SURYA SUNILKUMAR** of MBA 2022-24 Batch has successfully completed the 4th semester MBA Project work at **RELIANCE TRENDS, THRISSUR** for a duration of 56 days from 06/04/2024. To 30/05/2024.

Prof. Dr. Jacob P. M
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Place:

Date:

CERTIFICATE FROM THE FACULTY GUIDE

This is to certify that the project, entitled “**A STUDY ON CONFLICT MANAGEMENT AND ITS IMPACT ON EMPLOYEE JOB SATISFACTION WITH REFERENCE TO RELIANCE TRENDS, THRISSUR**”, submitted to the Calicut University, in partial fulfillment of the requirements for the award of the Degree of Master of Business Administration is a record of original project work done by **SURYA SUNILKUMAR** during the period from 06-04-2024 to 30-05-2024 of his study under my supervision and guidance

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ASSISTANT PROFESSOR

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DECLARATION

I **Ms. SURYA SUNILKUMAR** Reg.no **YPAWMBA038**, hereby declare that the Project Report entitled “**A study on conflict management and its impact on employee job satisfaction with reference to Reliance Trends, Thrissur**” has been prepared by me and submitted to the University of Calicut in partial fulfilment of requirement for the award of the Master of Business Administration , is a record of original work done by me under the supervision of **Assistant Professor Mr.AMSON SYMON**, of Naipunnya Business School, Pongam, Koratty East, Thrissur.

I also declare that this project work has not submitted by me fully or partly for the award of any Degree, Diploma, Title or recognition before any authority.

Place: Pongam, Thrissur

Date:

Signature of the student

Name of the student

(University Roll No.)



Date:15.06.2024

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ms. Surya Sunil Kumar, Reg No. YPAWMBA038**, MBA student of Naipunnya Business School, Pongam, Koratty East, has successfully completed her Project Report on **“A study on conflict management and its impact on employee job satisfaction with reference to Reliance Trends, Thrissur”** under my guidance from **06 April 2024 to 31 May 2024** as a part of her academic studies.

For Reliance Retail Ltd.

M. Kathiresan

Authorized Signatory

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AKNOWLEDGEMENT

I express my sincere thanks to **The Almighty**, without whom, this project would not have been completed.

I am greatly obliged to Prof. Dr. Jacob P. M, The Director, Naipunnya Business School, Pongam, Koratty east, for their wholehearted support and encouragement.

I proudly utilize this privilege to express my heartfelt thanks and sincere gratitude to my research guide **Mr. AMSON SYMON, Assistant Professor**, NBS Pongam, for his kind supervision, valuable guidance, continuous inspiration and encouragement in bringing out this project report in time with a deep sense of involvement and confidence.

I am indebted to **the company & higher officials** for granting permission to do this project work. I acknowledge my sincere thanks to all the staff and customers. Their co-operation proved to be of an immense value in completing the research work.

I am also thankful to my beloved **Family, Classmates and Friends** for providing moral guidance, assistance and encouragement throughout my project work.

Place:

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CHAPTER-1
INTRODUCTION

1.1 INTRODUCTION

Conflict is the result of competing beliefs, acts, or ideas that destabilize the existing quo. Conflict occurs in everyday life and is a natural, frequently selfish, but occasionally useful event. The term conflict is frequently associated with negative connotations since it can escalate to violence and war in some instance. The reality is that, when handled appropriately and maturely, disagreement may lead to beneficial outcomes and personal progress. In dramatic writing, conflict is viewed as the plot's driving force.

An organisation is a system of diversities. People with different personalities, viewpoints, thoughts and culture take up the position in the organisation. All these contradictions lead towards conflict in the organisation. Conflict exists in every field of human activities and there is a chance of conflict in every social interaction. Conflict refers to clash or disagreement. The conflict may be within an individual when there is difference between his own goals and roles.

Conflict may occur between two individuals, or within a group or between two group in an organisation. Individuals or groups are in conflict when one or both parties are not getting what they need and are actively pursuing their own goals. Conflict is the difference in perspective that is inherent in every organisation. Conflict refers to any situation in which there are differing goal, thoughts and emotions within or between individuals or group that leads to opposition or hostile interaction.

Chung and Megginson define conflict as the “the struggle between incompatible or opposing needs, wishes, ideas, ideas, interest, or people. Conflict arises when individuals or group encounter goals that both parties cannot obtain satisfactorily.” Conflict management involves acquiring skills related to conflict resolution, self-awareness about conflict modes, conflict communication skills, and establishing a structure for management of conflict in the organisation. Every organisation has to keep the chance of conflict to a minimum limit and adopt measures to solve problems caused by conflict, before it become a major issue. According to the American Management Association, conflict management is the potential value of the conflict for driving change and

innovation. This is knowing when to conflict, and when to avoid a conflict and understanding the issue around which conflict resolve.

There are some consequences of conflict which are divided as both positive and negative, the positive consequences include leading to new ideas, stimulate creativity, motivate changes, promotes organisational vitality, help individual and group establish identities, serves as a safety valve to indicate problem behaviours. The negative consequences of conflict include it diverts energy from work, threatens psychological well-being, wastes resources, create a negative climate, breakdown group cohesion, increases hostility and aggressiveness.

Effectively management and settlement of conflict requires a safe and supportive organisational climate, when relationships are based on trust and mutual respect. There are five conflict management styles that a manager will follow according to Kenneth W. Thomas and Ralph H. Kilmann they are Accommodating style, avoiding style, collaborating style, competing style and compromising style.

Job satisfaction is an emotional or affective response to several aspects of an employee's work situation, and has been depicted as a positive emotional reaction resulting from review of an employee's job. Job satisfaction includes various aspects of one's job and is there for some kind of total sum of various components. An employee can like his salary and his colleague but at the same time he can be annoyed by his direct superior, the distance to work, and so on.

There are four primary factors that determine job satisfaction. The first determinant is equitable rewards, which refer to pay and promotion system that employee perceives as fair and in line with their expectations. The second determinant is supportive working condition. Employee do not prefer to work in working environment that are dangerous but in work environment that are comfortable and safe and with adequate tools to successfully complete their task. The third determinant is to have mentally challenging work. Job that are boring,

dull, and have little challenges will create boredom with employees. Contrasting jobs that are too challenging and demanding often create feeling of failure and frustration.

Employees like jobs that can give them opportunity where they can use their capabilities, knowledge, and skills and job that offer a variety of task, freedom and feedback. The last determinant is supportive colleagues. For many employees' social interaction at work are a critical factor in job satisfaction. Therefore supportive and friendly colleagues often lead to higher job satisfaction.

There are five principal models of job satisfaction that identify its causes which were introduced by Kinicki and Kreitner. The first category of model is the so-called discrepancy model. The second category model is related to need fulfilment. The third category model are the models situated in the value attainment category. The fourth category is the model that falls under the heading of equality. The last category are the dispositional or genetic components.

1.2 STATEMENT OF THE PROBLEM

Conflict is common in today's dynamic workplace. Effective conflict resolution is crucial for sustaining a productive and harmonious work environment. However, unresolved or badly managed disagreement can have a variety of negative consequences including decreased job satisfaction, low productivity, and increase turnover rates. Despite the understanding of these difficulties there is a lack of comprehensive research that explicitly link conflict management to work satisfaction level in various organisational situations.

1.3 OBJECTIVES

- To study the employee perception towards conflict management styles.
- To determine the relationship between the conflict management and job satisfaction of the employees
- To figure out whether there is any significant difference about conflict management and demographic factors.

1.4 SCOPE OF THE STUDY

This project aims to learn more about the conflict management in the organisation. This study was conducted with the employees of Reliance Trends, Thrissur. This study aims in understanding the conflict management and its impact on the employee job satisfaction.

1.5 RESEARCH METHODOLOGY

1.5.1 INTRODUCTION

Research begins with an insight hunt of an inquisitive mind. The desire to seek, discover, invent and innovate leads to thorough enquiry and investigation, thereby paving the way for research. In other word's research is methodical, earnest urge to probe.

Research is concerned with finding solution to the problem. A problem arises on account of a situation which may result from the interaction of two or more factors consisting of certain needs, constraints, and conditions. Research in various field of knowledge evolved through various stages of human development, civilized advancement and cultural refinement. Today research

activity in diverse field of human endeavour is multidimensional, spectacular, and phenomenal.

Research is a process of arriving at dependable solution to a problem through a systematic collection, analysis and interpretation of data. Therefore, the totality of a research activity would mean: process plus product, where product implies the outcomes. Research lead to new knowledge and when the frontiers of knowledge extent to gigantic proportion of explosive technological dimensions then that bring about wisdom, culminating, and innumerable philosophical explanation of infinity and sublimity.

A methodical approach to an exploration topic is known as the methodology of research. It is an analysis that focuses on conducting exams in a rational manner. In essence, it is the way the professional approaches their task of presenting, evaluating, and projecting marvel. It expects to provide the work plan with investigation. It offers instruction in the methods, resources, logical devices, and strategies that must be chosen in order to solve problems.

It is essentially a research project's action plan that details the precise methods for gathering, analysing, and interpreting data. Any approach or strategy utilized to carry out research can be categorized as a research method. Defining the research question, carrying out a thorough search of the literature, creating working hypotheses, putting together the study design, choosing the sample design, gathering data, testing the hypotheses.

1.5.2 RESEARCH DESIGN

Planning is an important aspect in regarding to commencement of any type of research investigation. A proper plan of action consisting of the objectives of the investigation, the hypothesis to examine and the various methods to be adopted for collecting primary data, will have to prepared. Such a plan provides an outline of research work to be undertaken and also the nature of analysis of data that has to be carried out. A plan of action is called a research design. The main objective in preparing research design is to enable a researcher to conserve

his resource of time, money and energy for the main purpose of reaching the goals of research without any deviation from the main objective.

Thus, a research design can be defined as an outline that provides the specification for the careful collection of relevant data and appropriate analysis so as to fulfil the objectives of research with precision, economy and perfection. According to Jahoda, Deutch & Cook, “A research design is the arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy and procedure”.

This study used a descriptive research approach to its methodology. The primary subject of the research is described using the theory-based research method known as descriptive design.

The study aims to understand conflict management and its impact on the employee’s job satisfaction with special reference to Reliance Trends, Thrissur. To achieve the data and for doing the analysis employees coordination played an important role. The first stage involved in collecting data was to distribute a questionnaire to the employees. The data was also collected from few employees in personal. This study was to understand that whether there is any role played by the organisations conflict management in the job satisfaction of the employees.

1.5.3 SOURCE OF DATA

Collecting reliable and as far as possible accurate data is the fundamental objective of any statistical investigation. The quantity and dependability of statistics more or less depend on the method used in their collection. All collecting statistics should have an existence and a living reality of their own, otherwise the entire exercise of collection may turn out to be a farce and the statistics may be condemned as ‘tissue of falsehood’ or ‘figment of the imagination’. Statistical data can be divided into primary data and secondary data.

Primary data

Primary data mean the data that have been collected originally for the first time. Primary data may be the outcome of an original statistical enquiry measurement of facts or a count that is undertaken for the first time. For instance, data of population census is primary. Primary data being fresh from the field of investigation is very often referred to as raw data, a good deal of time, money and energy are required.

The primary data method used for collection the data for the study is

- Collecting data indirectly by oral investigation
- Collecting the data by questionnaires and circulating the questionnaire in the google form for the responses.

Secondary data

Secondary data are the data that are in actual existence in accessible records, having been already collected and treated statistically by the persons maintaining the records. Secondary data are the data that have been already collected, presented tabulated, treated with necessary statistical techniques and conclusion have been drawn.

Therefore, collecting secondary data doesn't mean doing some original enumeration but it merely means obtaining data that have already been collected by some agencies, reliable persons, government departments, research workers, dependable organisation etc. secondary data are easy obtainable from reliable records, book, government publications and journals.

The method of secondary data collection used in this study is to refer from the articles published and the research papers already published by the scholars.

1.5.4 TOOLS OF DATA ANALYSIS

- Percentage Analysis

In research, percentage analysis is a strategy for interpreting data that involves computing the percentage of each category or responses in relation to the total. The strategy is very beneficial in survey and quantitative research, where data must be presented clearly and rationally. The primary process and consideration for performing percentage analysis are data collection, categorising, count frequency and calculate.

- Correlation Analysis

Correlation analysis is a statistical procedure that determines the strength and direction of a relationship between two or more variables. It assists researchers in understanding how variables are connected, which can guide decision making and hypothesis testing. There are different types of correlation which includes positive correlation, negative correlation, and no correlation.

- Annova

Analysis of variance ANOVA is a statistical approach that compares the mean of three or more groups to determine whether there is a statistically significant difference between them. Annova is used to investigate whether multiple circumstances or treatment have diverse effect on a specific outcome. There are mainly two ways in which Annova is measured which includes One-way Annova which compare means across one independent variable with many levels and Two-way Annova which compares means across two independent variable and can determine interaction effect.

1.5.5 SOFTWARE UTILISED FOR ANALYSIS

- Ms Excel

Microsoft excel is a powerful tool that goes beyond just creating spreadsheets. It shines in the data analysis. We can import large datasets and use Excel's build-in formula and tool to sort, filter and crunch the number. This let us identify

trends, find pattern and ultimately gain valuable insights from our data. Excel also allow us to create clear and informative charts and graphs to visually represent our findings making it easier to understand and share our data analysis.

- **SPSS**

Statistical Package for Social Science (SPSS) is a comprehensive software application for statistical analysis and data management. IBM developed it and it is widely used by researchers, data analysts, and statisticians in a variety of sectors including social science, healthcare, marketing, education, and more.

1.5.6 PERIOD OF THE STUDY

The study period of the project is from April 6,2024 to May 30,2024. This timeframe enables a thorough investigation of the project allowing for the collection of relevant data, conducting in depth analysis, and putting into practices the necessary steps to achieve the project’s objective. Primary research will be done through survey and collection of data from various sources.

1.5.7 HYPOTHESIS

According to the Chambers Twentieth Century Dictionary “hypothesis is a supposition, a proposition assumed for the sake of argument, a theory to be proved or disproved by reference to fact, a provisional explanation of anything”. The Oxford Reference Dictionary defines hypothesis as a proposition or supposition made from known facts as the basis for reasoning or investigation.

Hypothesis is a guiding instrument for conducting research work with a vision and a mission. There is no fixed formula for framing a hypothesis. Only observation and experience tend a compelling curiosity to find out and prob the facts and thereby becoming the guiding force.

A hypothesis can be an univariate proposition involving a single variable. It will be bivariate proposition if it involves more than two variables then it is a

multivariate proposition. It is preferable to express a multivariate proposition in terms of two bivariate proposition for the purpose of clarity and precision. A proposition that has been proved and verified becomes a validated hypothesis leading to a theory or scientific law.

There are propositions that express quantitative relationships. A statistical hypothesis comprises of “Null Hypothesis” (H₀) and “Alternative Hypothesis” (H₁). When the researcher is interested in finding the existence or non-existence of a quantitative relationship then he proceeds in an unbiased manner by assuming the non-existence of a relationship. Such as assumption is called Null Hypothesis. If he supposes the contrary that is the existence of a relationship, then his hypothesis would be Alternative Hypothesis. If the Null Hypothesis is accepted as true on the basis of the empirical verification, then the Alternative Hypothesis is rejected and Vice-versa.

1.5.8 QUESTIONNAIRE DESIGN

A questionnaire is a research instrument consist of sense of questions for gathering information from respondents. Questionnaire provides a relatively quick and efficient way of obtaining large amount of information from a large sample of people. Questionnaires are carefully crafted, ensuring clarity and absence of bias and can be open-ended or close-ended. The questionnaire involves demographic part as well as the question which directing to the objective.

1.5.9 NATURE OF STUDY

The nature of study is descriptive research, a study in project research which seeks to systematically describe a phenomenon, demographic characteristics or specific feature within a topic of study. The fundamental goal of a descriptive study is to provide a thorough knowledge of the “what” component of research question. Descriptive research in comparison to an exploratory or explanatory

study, seeks to provide an accurate image of the issue under examination rather than establishing causality or underlying mechanisms.

1.5.10 SAMPLE UNIT

A sample unit is an individual entity or element selected from the population of examination. It is the smallest unit for data collection and analysis. A data unit is a representative subset of the largest population, allowing researchers to make conclusion about the total population based on observation from the sample units. In the contest of this study, the sample unit is the employees employed at Reliance Trends Thrissur who faces conflict situations in the organisation.

1.5.11 SAMPLE SIZE

Sample size refers to the number of people involved in a market research study. Researchers select their sample based on demographic criteria such as age gender and physical location. It may be vague or specific. The sample size chosen for the study consist of 107 respondents of employee of Reliance Trends, Thrissur.

1.5.12 POPULATION

A population is the whole set or assembly of people, objects, or units that are interesting and have something in common. It stands for the greater set that is sampled in order to draw conclusions or make generalizations. It speaks about the overall count of workers within the company. Reliance Trends Thrissur employs 135 people in total.

1.5.13 SAMPLE FRAME

A sample frame is an essential tool for defining the target population from which a sample will be taken for analysis or study, in both project management and research contexts. It basically draws a line around the parameters and features of the population being studied, assisting researchers or project managers in choosing a representative sample for their needs.

The significance of the sample frame: population definition the precise parameters that characterize the population of interest are described in a sample frame. In healthcare research, for example, the sample frame may include factors like age range, geographic area, or certain medical issues. Precision in Sampling: This guarantees that the selected sample is a fair representation of the total population. This promotes the validity and dependability of research while reducing bias.

Reliance trends employees will be a specific sub-section within this frame, allowing for focused analysis of their conflict management practices and its after effect on the employees in the job satisfaction.

1.5.14 SAMPLING STRATEGIES

Sampling procedure in research are essential for ensuring that the data collected is representative of the community under investigation. The sampling strategy is mainly divided into two categories which include probability sampling and non- probability sampling. In probability samples they include simple random sampling method, systematic sampling method, stratified sampling method, cluster sampling method and in non-probability sampling includes convenience sampling method, judgemental or purposive sampling method, snowball sampling method and quota sampling method.

The sampling method used in the study is the simple random sampling where every employee of the organisation has an equal chance of being selected. As the organisation is having a large quantity of employees simple random sampling is the best way to conduct research and survey in the organisation.

1.6 LIMITATIONS OF THE STUDY

- Limited time is provided to do the research which can affect the depth and thoroughness
- Difficulty in accessing essential data particularly if it is private or sensitive
- Due to the busy schedules of the employees, they were unable to set aside enough time
- There is a chance that the respondent's response is inaccurate

1.7 INDUSTRY PROFILE

Retailing is a business activity of selling goods and services to the final consumers. Retailing can be defined as the business product and service to consumers for their own use. According to Kotler, "Retailing includes all the activities involved in selling goods or services to the final consumer for personal, non- business use." Retailing is the activity of selling goods and services to last level consumers for their use. It is concerned with getting goods in their finished state into the hands of consumers who prepared to pay for pleasure of eating, wearing, or experiencing product items. Retailing is all about the distribution of goods and services because retailing plays a key role in the route that that product takes after originating from a manufacturer, grower, or service provider to reach then person who consumes.

Retailer provide a collection of services to their customers such as being inconvenient places, editing products ranges according to shopping tasks, and selling goods in quantities that match personal consumption levels. Ensuring that this process run smoothly presents a host of managerial challenges. Retailing is therefore a deceptively simple management process- yet fascinatingly complex in its detail. Companies who provide meals out, haircuts and aromatherapy session are all essentially retailers, as they sell to their final consumers, and yet customers do not take goods away from these retailers in a carrier bag.

The consumption of the service product coincides with the retailing activity itself. From a traditional marketing view point, the retailer is one of a number possible organisation through which goods produced by manufacturer flow on their way to their customer destiny. This organisation performs various roles by being a member of a distributor channel. For example: chocolate producer like Cadbury's will use several distributors for its confectionery, which involve members such as agents, wholesalers, supermarket, convenient stores, petrol stations, vending machine operators, and so on.

Channel members or marketing intermediaries as they are sometime referred to, take on activities that a manufacturer does not have the resources to perform, such as displaying the product alongside related or alternative items in a location that is convenient for consumers to access for shopping. Retailing consists of the sale of goods or merchandise from affixed location, such as department store or kiosk, or by post, in small or individual lots for direct consumption by the purchaser.

Many foreign players have entered India through Joint Venture with domestic firms like:

- Carrefour in New Delhi, which launched its first cash and carry store here
- Walmart, a joint venture with Bharti Retail, owns Easy Days
- British retailer TESCO Plc entered as JV with Trent, retail segment of TATA group
- Marks and Spencer joint venture with Reliance Retail.

Trends in Retail Industry

- ✓ Flourishing organised retail sector: The construction of mega malls and hypermarket is boosting organized retailing.
- ✓ The spending capacity of youth is showing an upward trend. India has a large youth population
- ✓ Easy availability of customer credit, increase in the use of credit cards, access to cheap and quick loans.

- ✓ Changing mindset of consumers. The mindset of buyer is shifting from low pricing and higher quantity to better quality and high satisfaction.
- ✓ High brand consciousness amongst buyers
- ✓ Segment of Retailing and scope of opportunities.

Food and Grocery retail: The food market in India is largely unorganised. The expenditure on food products by Indian households is the highest in the world. With rapid urbanization and consumerism, there exists huge untapped potential which need to be explored.

Apparel: Demand for stitched garments and western outfits is increasing at a rate of 40% to 45%. Factors critical to the success of this segment are easy availability and affordability of fashionable garments along with value added benefits.

Beauty and Wellness: Pharmacy retailing in India is largely occupied by a local pharmacist. However new chemist store like 98.3 are emerging which offer drugs, health, and beauty care products.

Consumer durable: The market for consumer durable is the US \$6.5 billion and its expected growth at the rate of 18%.

Furniture and furnishing: There have been a new trend evident in the market wherein the modern retailers are setting up home furnishing section in hypermarkets and specialty stores. These segment faces tough competition from local retailers.

Functions of Retailing/ Retailer

Retailers are crucial players in the emerging market scenario. Large brand is running first to get into the desired retail formats to cater to the growing middle class of the India. Retailers perform various functions like providing assortments, sorting, breaking the bulk, rendering services, bearing risk, serve as a channel of communication, transportation, advertising, and holding inventory. They significantly contribute towards increasing the product value and satisfying the consumer. Following are functions of retailer/ retailing:

1. Providing assortments
2. Sorting
3. Breaking bulk
4. Rendering services
5. Risk bearing
6. Holding inventory

1. Providing assortments

Offering an assortment enables to choose from a wide section of brands, design, size, colour, and prices in one location. Manufacturers specialize in producing specific type of products.

2. Sorting

Manufacturers make one single line and will always prefer to sell their entire output to few buyers to reduce their cost. Final consumer will prefer to choose from a large variety of goods and services and then usually buy in smaller quantities. Retailer has to strike a balance between demand of both the sides, by collecting a combination of goods from different producers, buying them in large quantities and selling them to individual consumers in smaller quantities. The above process is called sorting and under this process the retailers undertake activities and perform functions that add value to the products.

3. Breaking Bulk

Retailer offer the product in smaller quantities tailored to individual consumers and household consumption patterns. This reduces transportation cost warehouse cost and inventory costs. This is called breaking bulk.

4. Rendering Service

Retailers render services that makes it easier for customers to buy and use product. They provide credit facilities to the customers. They display product which attract the customers. Retailers keep ready information on hand to answer queries of the customer. They provide services by which the ownership can be

transferred from manufacturer to the end consumer with convenience. They also provide product guarantee from owner side, after sales services and deal with consumer complaints. Retailer also offer credit to consumer and develop hire purchase facility to enable them to buy a product immediately and pay the price at their ease. Retailer also fill orders, promptly process, deliver, and install the product at customer point. Retail salesperson answer the customer complaints and demonstrate the product for the customer to evaluate before making a choice. They also help in completing a transaction and realizing the sale.

5. Risk Bearing

Retailers' bear a different kind of risk to the manufacturers and wholesalers. Even the customers can come back to the retail point and return the product. In that case, the risk of product ownership may times result with the retailers. Many companies have bought back schemes and return schemes whereby the retailers can always return the unsold items to the manufacturer.

6. Holding Inventory

A major function of retailer is to keep inventory so that product will be available for consumers. Thus, consumers can keep a much smaller inventory of product at home because they can easily access more from the nearby retailers. Retailers inventory allows customers instant availability of the product and services.

Types of Retail Marketing

Store Retailing

Store retailing provides consumers to shop for goods and services in a wide variety of stores and it also help the consumer to get all needed goods and services from one shop only. The different types of store retailing are:

1. **Speciality store:** These store focus on leisure taste of different individuals. They have a narrow product line with deep assortment such as apparel stores, sporting

good items, furniture stores, florists, and bookstores. These stores are usually expensive and satisfy the need of selected consumers who have liking or preference for exclusive things.

2. **Departmental stores:** These stores are usually built in large areas and keep variety of goods under one shed. It is usually divided into different sections like clothing, kid's section, home furnishing, electronic appliances, and other household goods. In a department store a consumer can buy variety of goods under one shed.
3. **Supermarket:** These stores are relatively large, low cost, low margin, high volume, self- service operations designed to serve total need for food, laundry, and household maintenance products. Supermarket earn an operating profit of only 1 percent on sale and 10 percent on net worth.
4. **Convenience store:** These are relatively small stores located near residential area, open for long hours seven day a week, and carrying a limited line of high turnover convenience product at slightly higher prices than departmental stores. Many also stores have such added takeout sandwiches, coffee, and pastries.
5. **Off- price retailers:** These stores sell goods at low price with lower margin & higher volumes. These stores sell good with deteriorated quality. The defect is normally minor. This target at the persons belonging to the lower income group, though some have a collection of imported goods aimed to target the younger generation. The company owned showrooms selling the seconds product is a typical example of off-price retailers.
6. **Discount Stores:** These store sells standard merchandise at lower price by accepting lower margin and selling higher volumes. The use of occasional discount or special does not make a discount store. A true discount store regularly sells its merchandise at lower price, offering mostly national brands, not inferior goods. In recent years, many discount retailers have "traded up". They have improved décor, added new lines and services, and opened suburban branches- all of which has led to higher cost and price and some department stores have cut their prices to compete with discounters.

1.7.1 World Scenario

Global retailer is the concept of selling products across the geographical boundaries of a country to the consumers available in the different parts of the world to attain global presence and recognition and to capture the opportunities prevailing in the potential overseas markets.

Following is some of the most recent trends of global marketing adopted by business enterprises:

- ❖ **Internationalization:** The companies these days are preferring international market due to the saturation of the domestic markets and seeking expansion and economies of scale.
- ❖ **Improvising service offering:** In today's highly competitive market, global retailers are also focusing on adding value to the consumer experience by providing some assistance or service with their products.
- ❖ **Boutiques:** The business organisation are moving towards speciality stores concentrating on a single product line or category to get global recognition for their expertise in a particular product or service.
- ❖ **Mass Merchandizers:** Some of the large retail organisations are expanding globally by selling a variety of product or services and having a diversified product line to target high volume of sales at minimal margin or profit.
- ❖ **Retail format migration:** These have been a massive transformation in the retailing sector due to emergence of e-commerce.

Strategies

- **Organic:** The companies planning for global retailing may go with organic strategy to open up their store in different countries. It is a useful strategy if the potential market is culturally close and easy to enter.
- **Chain Acquisition:** The organisations may purchase an existing company which has multiple stores in the potential market or country. In this strategy, the organisation target markets which are complex and difficult to enter but have a close culture presence.

- **Franchise:** One of the most common strategies of global retailer is franchising the business model, brand, procedures, copyright, etc. and established the franchise outlets in different countries. It is a suitable strategy for culturally distant and accessible to enter markets.
- **Joint Venture:** The organization sometimes collaborate with the already existing companies around the world to enter those market which possess a high level of entrance difficulty and culturally distant.

The Global Scenario

The US \$9 trillion Retail industry is one of the world's largest industries and still growing. 47 of the Global Fortuner 500 companies & 25 of Asia's Top 200 companies are retailers. Even as the developing countries are making rapid strides in this industry, organized retail is currently dominated by the developed countries with the USA, EU & Japan constituting 80% of world.

Retail is a significant contributor to the overall economic activity the world over: the total retail share in the world GDP is 27% while the USA it counts for 22% of the GDP. The share of organised retail in the developing market ranges between 20% to 55%. Traditionally, local players tend to dominate in their home markets. Walmart, the world's leading retailer, has about 8% of the US \$2,350 billion market in the USA.

Similarly, Tesco has a market share of about 13% in the US \$ 406 billion UK market. The main value proposition that most large retailers use a combination of low price, 'all under one roof' convenience and 'neighbourhood' availability.

India is emerged as the most attractive retail market three years in a row. The Indian retail industry is a US \$270 billion industry and is growing at over 13% per annum. Only about 4.6% of the industry is organized. If this share increases to 10%, the size of the organized retailing could touch US \$55 billion – a CAGR of over 35%.

The retail industry witnessed several changes during the study period with the changing economic conditions across the world. The global economy which slowed in 2019, has crashed in 2020 due to COVID-19 outbreak resulting in a challenging forecast period for the retail industry. As most product in the industry is sensitive to the economic cycle, the retail is expected to show slow recovery during the initial forecast period, yet the customer necessity for many products is anticipated to drive the market once the situation settles down.

The global retail industry is mature and highly competitive in the developed economies of Europe and North America. On the other hand, the developing economies of Asia-Pacific, the middle east, and Latin America have been instrumental in driving the market growth. Countries, such as Singapore, Malaysia, and Thailand, are popular shopping destinations in the Asia- Pacific region, with visitor contributing substantially to the retail sector in the respective markets.

The global retail analytics marker size was USD 5.20 billion in 2020. The global impact of COVID-19 has been unprecedented and staggering with retail analytics witnessing a negative impact on demand across all region amid the pandemic. Based on our analysis, the global market exhibits a significant growth of 11.7% in 2020 as compared to the average year- on- year growth during 2017-2019.

Industry encompasses the design, production, marketing, and retailing of apparel and accessories, with market segments including haute couture, ready-to-wear, fast fashion, and niche markets like sustainable fashion.

Haute couture remains a symbol of luxury and exclusivity, led by iconic brands like Chanel, Dior, and Louis Vuitton. Ready-to-wear offers a balance of trendiness and accessibility, with brands like Ralph Lauren and Calvin Klein at the forefront. Fast fashion, dominated by giants such as Zara, H&M, and Uniqlo, emphasizes rapid production and affordability, allowing consumers quick access to the latest trends. Meanwhile, sustainable and ethical fashion is gaining momentum, driven by increasing consumer awareness and demand for eco-

friendly products, with brands like Patagonia and Stella McCartney leading this segment.

The digital transformation of the fashion retail industry is profound. E-commerce has revolutionized shopping habits, with online platforms offering convenience, variety, and competitive pricing. Companies are investing heavily in digital marketing, social media engagement, and technologies like AI and AR to enhance customer experiences. Influencers and social media campaigns play a significant role in shaping consumer preferences. The COVID-19 pandemic accelerated the shift towards online shopping, solidifying e-commerce as a critical component of the retail strategy.

Despite numerous challenges, including intense competition, rapid trend changes, and supply chain disruptions, the fashion retail industry presents significant opportunities. Digital-first companies heighten competition, pushing traditional retailers to innovate. Sustainability and ethical production issues necessitate a balance between profitability and responsibility. Technological advancements, like AI for trend forecasting and inventory management, offer efficiency gains. The growing demand for sustainable and ethical fashion opens new market segments. Furthermore, expansion into emerging markets presents substantial growth potential as rising incomes and urbanization drive demand for fashion products.

Trends in Global Retailing

1. Going Internationalization: As the domestic market are becoming standard, retailer have start looking to overseas market for business growth, economies of scale, especially in Asia. Similarly staple and Nike are entering the Indian and Chinese markets. Target and Dollar stores also continue to grow their geographic presence aggressively in Asian countries.

2. Value driven retailer to value driven retailer: Value retailer like Walmart, Costco and target which previously were recognized as the destination for the monthly stock- up trip now continue to improve “shop ability” by providing

more convenient store layout and shopping experience that make the customers buying quicker and easier.

3. Enhancing service offering: Walgreen's, for instance has built a superior brand proposition around pharmacy authority and convenience. Walgreen's capital spending, organisational energy, and marketing dollar all focus on delivering convenience at every level, through real estate strategy, quick-in-add-out convenience, layout, assortment and micro- merchandising.

4. Expanding private brands: To increase margin and draw increased awareness to store development private brands as compared to well established or third- party brand, retailers now are introducing their own store brands.

5. Migration of retail format: Over the past few decades, due to competition and entry of world's largest companies in this sector, retail formats have been changing radically.

1.7.2 Indian Scenario

Indian fashion industry is at its infancy now and has great potential to make the mark on the world stage. Fashion in India has thousands of years of tradition behind it. India has a rich and varied textile heritage where each region of India has its own native dress and traditional costume. Fashion industry is growing at a rapid pace with international development, such as India fashion week gaining popularity and annual show by fashion designers held in major cities of India.

In Indian culture, the body is invested with various meanings and reflected in its rich sculpture tradition decorating the body is yet another way of conveying meaning and personality. Textiles and jewellery have survived. In the Indus Vally Civilization, clothing tended to be simple where men wore lion-cloths while women were bare to the waist. Their status was reflected in kind of jewellery they wore; high-ranking women sometimes covered their bosoms themselves with jewels.

It was because of Aryan's that India had more complicated clothing consisting of the upper and lower garments was introduced, to which a cloak was added later. Generally, pieces of cloth draped over the body in a style seen in many Indian costumes today. Indian Dhoti, the Scarf or Utterly, and the popular Turban are still visible and continued to be part of Indian fashion.

After the independence Indian fashion industry witness the effect of globalization. Due to this, change occur in dressing style of Indians, which even led to the fusion of Indian and western dresses. Wearing Kurtis on jeans, Spaghetti with sarees are the examples showing the effect of western culture on Indians. The work of Indian designers is highly appreciated all over the world. Western brands are also coming to participate in Indian fashion week, as they see a lot of potential in our market. Fashion in India is a fast-growing industry with international events such as the Indian fashion Week and annual show by fashion designers in the major cities of the country.

The Indian retail market is expected to demonstrate a promising year growth of 6% to reach USD 865billion by 2023, from the current USD 490 billion. The share of apparel in Indian retail market is 8%, corresponding to a value of USD 40 billion. In addition to fashion apparel, the growth demand for fashion accessories makes the Indian fashion market both interesting and lucrative. The Indian fashion retail market has witnessed several fascinating changes and challenges in recent years, which are indicator of the country's evolving fashion retail market.

The fashion retail industry in India is a dynamic and rapidly growing sector, reflecting the country's economic vitality and cultural richness. India's fashion market is a blend of traditional and contemporary styles, catering to a diverse consumer base with varying tastes and preferences. Over the past few decades, the industry has seen a significant transformation, driven by economic liberalization, increased consumer spending, and the proliferation of digital technologies. This analysis provides a comprehensive overview of the fashion

retail industry in India, examining its history, current trends, key players, challenges, and future prospects.

India's fashion retail industry has evolved significantly from its traditional roots. Historically, fashion in India was influenced by its rich cultural heritage, with traditional attire such as sarees, salwar kameez, and dhotis being prevalent. The retail landscape was dominated by unorganized sectors like local bazaars and small family-owned stores. However, the liberalization of the Indian economy in the early 1990s marked a turning point. Economic reforms opened up the market to foreign investments, and the entry of international brands began to reshape the industry. The establishment of shopping malls and the growth of organized retail formats further accelerated this transformation, making fashion more accessible and varied.

The Indian fashion retail industry is currently characterized by several key trends that are shaping its development and influencing consumer behavior. The rise of e-commerce has revolutionized the fashion retail landscape in India. Platforms like Flipkart, Amazon, and Myntra have made fashion accessible to a wider audience, offering a diverse range of products at competitive prices.

The convenience of online shopping, coupled with attractive discounts and easy return policies, has significantly changed consumer buying habits. Omnichannel retailing, which integrates online and offline experiences, is becoming increasingly important. Retailers are leveraging technologies such as artificial intelligence (AI) and augmented reality (AR) to enhance customer engagement and provide personalized shopping experiences.

The challenges associated with these changes need to be addressed in the most efficient and prudent manner to harness the concomitant benefits. Of the overall apparel market, menswear forms the largest segment and contributes a 42 percent share or USD 17 billion. Womenswear contributes a 38 percent share or USD 15 billion, following kids wear with 20 percent market share or USD 8 billion.

Growing spending power

One of the key factors driving the growth of the apparel market in India is the rising annual disposable income. India's per capita annual disposable income has been growing at an annual rate of 12 percent since 2006-07. It is expected to keep growing at similar rates in the next few years as well. The rising income level, in conjunction with population increase, will result in an overall spurt in consumer spending

Increasing urbanization

In the last fifty years, while the population of India has grown two and half times, the urban Indian population has grown by nearly five times. By 2017, nearly 35 percent of the Indian population was expected to be living in the urban centres thus inflating the urban population of the India beyond that of the US, UK and Germany combined.

As a result, the contribution from urban areas to the country's GDP is expected to jump to nearly 65 per cent. This higher urbanization will drive discretionary spending by consumers, even in apparel category. While the spending class in the metros and mini metros continue to boom, the growth witnessed in the tier I and tier II cities will lead to an increase in the number of units purchased.

Favourable demographics

India, is a home of nearly 1.44 billion people, its population is expected to reach nearly 1.515 billion by 2030. The population India has rapidly increased since independence

The rising middle class

The burgeoning middle class in India playing a key role in modifying consumption patterns. The aspiration of the middle class is multiplying and, consequently, they are even more willing to spend their disposable income on lifestyle products. In 2005 the middle-class ratio of Indian population was 14 percent, which has risen to 31 percent in 2021.

The preference of consumer is used mainly to refer to choose a choice that has the largest expected value among many choices by consumer to fulfil her or his desire or requirements. Preference represents options among more value or neutral choice available.

1.7.3 Kerala Scenario

Retailing in Kerala is a subject too subtle and relevant as Kerala is known for more as a consumer state rather than a producer state. Kerala depends on their neighbouring states for her consumer needs. Due to the large number of intermediaries involved and the transportation cost, the prices are high and there is a wide fluctuation in price of groceries, fruits and vegetables.

Groceries are bought directly from the neighbouring states. In the process of direct purchase from farmers and manufacturers, the intermediaries are removed and a part of the margin or 'profit' earned is distributed among the consumers. It is included that the future of retailing in Kerala looks bright and marketing is not a function, it is the whole business seen from the consumers point of view.

In Kerala, there has been an explosion in retail in the last few years. Organized retail is spreading and making its presence felt in different part of the state. The major national retail player in the state includes the Spencer's, Reliance and alongside local chains like Margin free market and Varkey's. In Kerala a sector of people is opposing the retail giants because it will spoil the retail sector. But in Malabar region, a group of customers has decided to raise their voice in favour of the big retail chain if it means better bargaining for them. The reliance fresh outlet has to face many allegations and wide protests from the local traders for opening their stores in many parts of the state.

But though the agitation against organized retail in the state has taken a serious turn in certain parts, the trader community of Kochi, seems to be toeing a different line.

To meet the challenges posed by the big retailer, the traditional retailer in the city are redefining business strategies, organising leadership summits and focusing more on services. They are of the opinion that personal attention and service is something that they can offer to the customers. Sourcing of product according to the taste of the consumers are making it available to them is the other aspect of retail that the small and the medium retailers are focusing on.

The introduction of margin free market has turned out to be a grand success resulting in it becoming one of the largest retail chains in the country. The future of retailing looks bright with the proposed entry of many major organized retailers. There are many who argue that the small retailers will be badly hit. Other argues that the farmer in the state will stand to benefit, while there will be plenty of choice for the consumers.

Reliance Trends has successfully expanded its footprint across Kerala, one of India's most literate and socially advanced states. The brand has established multiple outlets in key cities and towns, including Kochi, Thiruvananthapuram, Kozhikode, and Thrissur, making fashion accessible to a wide demographic. The stores offer a diverse range of apparel and accessories, catering to men, women, and children, with a focus on providing trendy, high-quality, and affordable fashion. Reliance Trends' product offerings in Kerala are tailored to meet the unique tastes and preferences of the state's consumers. Kerala's rich cultural heritage and traditional attire influence fashion choices, with a strong preference for ethnic wear alongside modern apparel. Reliance Trends has adeptly balanced its product mix to include traditional sarees, churidars, and mundus, alongside contemporary western wear and casual outfits. This localization strategy ensures that the brand resonates with local consumers and meets their diverse fashion needs.

Kerala's consumer market is characterized by high literacy rates, substantial expatriate remittances, and a progressive outlook. These factors contribute to a discerning and fashion-conscious consumer base that values quality, style, and

affordability. The state's consumers are well-informed and increasingly influenced by global fashion trends, yet they retain a strong affinity for traditional attire during festivals and special occasions. The presence of a large non-resident Keralite (NRK) population also impacts consumer behavior. Remittances from Keralites working abroad, especially in the Middle East, have boosted disposable incomes, leading to increased spending on fashion and lifestyle products. NRKs often influence local fashion trends, bringing back styles and preferences from abroad, which are then adopted by the local population.

The fashion retail landscape in Kerala is a mix of traditional and modern retail formats. Local boutiques and traditional textile shops coexist with large retail chains and shopping malls, providing consumers with a wide array of choices. The proliferation of shopping malls in cities like Kochi and Thiruvananthapuram has transformed the retail environment, offering consumers a modern shopping experience with access to multiple brands under one roof. E-commerce is also gaining traction in Kerala, driven by high internet penetration and smartphone usage. Online shopping platforms provide the convenience of home delivery and a wider selection of products, complementing the brick-and-mortar retail experience. Reliance Trends has embraced this trend by integrating its online and offline presence, offering consumers the flexibility of shopping through its e-commerce platform.

Organised Retail

After 50 years of unorganized retailing and fragmented small store, Kerala retail industry has finally begun to move towards modernization, systematization, and consolidation. Organised retail has enjoyed a constant growth in the last 5 years and the trend appears to continue together. This trend of growth and the strengthening of organized retail activity in Kerala are due to several reasons. Steady growth of the disposable income. Global exposure to customers greater awareness and discern in customer better management of supply chain.

Challenges of Organised retailing in Kerala

Retailing as an industry in Kerala has still a long way to go. To become a truly flourished industry, retailing need to cross the following hurdles:

- High real estate cost
- Strict labour law
- Competition from traditional retail
- Consumer preference
- Infrastructure issue
- Regulatory challenges
- Cultural factors
- Supply chain challenges

On the prime concern of the organised retailers is the availability of the space for retailing in Kerala. Organised retailers will offer Keralites better living condition, number of new jobs, high salaries, world quality products and services, a unique shopping experience and more social activities. It gives contribution to the local economies also. However, both organised and traditional retailers will co-exist in Kerala.

1.8 COMPANY PROFILE



Trends is India's largest fashion retail chain across India. Trends offer stylish, high-quality product across Womenswear, Menswear, Kids wear and fashion accessories through a diversified portfolio of own brands, national and international brands. The uniqueness of the store is the core, which delivers "fashion at great value". Spread over 8,000-24,000 square feet of shopping area, each trends store is designed to offer a unique shopping experience for the entire family through wide aisles, coordinated displays, and highly trained fashion professionals offering best in class customer assistance.

- Company: Reliance Retails
- Subsidiary company: Reliance Trends
- Founded: 2006
- Headquarters: Mumbai
- Chairman and Managing Director: Shri Mukesh Ambani

The Reliance Group, founded by Dhirubhai H. Ambani (1932-2002), is India's largest private sector enterprise, with business in the energy and material value chain. Group's annual revenue is more than US\$ 66 billion. The flagship company, Reliance Industries Limited, is a Fortune Global 500 company and is the largest private sector company in India. Reliance retail is the retail initiative of Reliance Industry Limited and is central to the groups consumer facing

businesses. Reliance Retail has been at the forefront of bringing about Organized Retail revolution in India.

Reliance Retail's operating model unleashes the aspirational energy of the new resurgent India. Reliance Retail's guiding philosophy rests on the tenets of enabling inclusion, growth and building sustainable societal value for millions of Indians. In a short period, it has forged strong and enduring bond with millions of consumers by providing them unlimited choice, outstanding value proposition, super quality and unmatched shopping experience across all its stores.

Reliance Retail's growth over the years has triggered a large socio-economic transformation on an extraordinary scale in India. Reliance Retail has been ranked as the fastest growing retailer in the world. It is ranked 56th in the list of top global retailers and is the only Indian retailer to feature in the top 100. It is the largest and the most profitable retailer in India with the widest reach.

Reliance Retail has nearly 200 million registered customers buying across all its formats. It recorded more than 500 million footfalls across all its stores in FY22, a scale unmatched by any other retailer in India. With over 1,20,000 transaction per hour, Reliance Retail operates at scale unparalleled in the Indian retail industry and continue to enrich the quality of lives of millions of Indians every day.

Reliance Trends, a flagship apparel and accessory specialty chain of Reliance Retail, stands as a prominent pillar of Reliance Industries Limited (RIL), India's largest private sector conglomerate. Launched in 2007, Reliance Trends has swiftly ascended to become one of India's leading fashion retail destinations, celebrated for offering high-quality, fashionable, and affordable clothing. This remarkable growth has reshaped the Indian retail fashion landscape, leveraging innovative strategies and a broad product range to cater to a diverse and evolving customer base.

Reliance Trends envisions itself as the preferred fashion destination for the contemporary Indian consumer by consistently offering the latest trends at unbeatable prices. The company's mission revolves around delivering a comprehensive and delightful shopping experience, ensuring superior product

quality, and providing excellent customer service. This mission underscores their commitment to fashion-forward apparel and accessories that meet the diverse tastes and preferences of their clientele.

The product range at Reliance Trends is extensive, covering men's, women's, and children's apparel and accessories. For men, the collection includes casual wear, formal wear, ethnic wear, sportswear, and a variety of accessories. Women shoppers can explore a wide array of western wear, ethnic wear, fusion wear, lingerie, and accessories. The kids' section offers a delightful range of clothing for boys and girls, including casual, formal, and ethnic wear. Complementing these apparel lines is an impressive selection of footwear for all age groups and accessories like bags, belts, scarves, and sunglasses, which add the perfect finishing touches to any outfit.

Reliance Trends hosts a mix of in-house brands and collaborations with several national and international labels, broadening its appeal. The in-house brands are tailored to meet various fashion needs and preferences. DNMX is a popular brand known for its trendy casual wear for both men and women. AVANTERRA focuses on premium fashion, blending contemporary and classic styles. For young women, RIO offers vibrant, stylish, and affordable fashion options. Sparsh is dedicated to ethnic wear, combining traditional designs with modern aesthetics. Frenz caters to children with fashionable and comfortable clothing, while Network provides a wide selection of formal and business attire. These brands, alongside partnerships with renowned labels, ensure that Reliance Trends remains at the forefront of fashion diversity and innovation.

Reliance Trends operates through multiple store formats, ensuring accessibility and convenience for customers across various market segments. Standalone stores, located in prime retail areas and shopping malls, offer an extensive range of products in a spacious retail environment. For smaller cities, mini stores are designed to serve Tier-II and Tier-III locations, making fashionable apparel accessible to a broader audience. Additionally, the shop-in-shop format, through collaborations with other retail formats, establishes the brand's presence within larger department stores or hypermarkets. This strategic

expansion has seen Reliance Trends grow significantly, with over 1,200 stores across more than 500 cities by 2026, marking it as one of India's largest fashion retail chains.

In response to the growing significance of digital commerce, Reliance Trends has heavily invested in its e-commerce platform, providing customers with the convenience of shopping from home. The user-friendly website and mobile app offer a seamless shopping experience, complete with easy navigation, secure payment options, and hassle-free returns. Embracing an omni-channel strategy, Reliance Trends integrates its online and offline presence to enhance customer experience. Services like 'click and collect,' where customers order online and pick up from a nearby store, and 'endless aisle,' allowing access to a broader range of products, epitomize this integration. This strategy ensures that customers can enjoy a cohesive and flexible shopping experience, whether online or in-store.

Reliance Trends employs a diverse array of marketing and promotional strategies to engage its target audience and drive sales. Advertising campaigns span television, print, radio, and digital media, promoting new collections, seasonal sales, and special offers. Social media marketing plays a pivotal role, with platforms like Facebook, Instagram, Twitter, and YouTube used to connect with customers, showcase products, and engage with influencers and fashion bloggers. The 'Trends Club' loyalty program rewards customers with points for every purchase, redeemable for discounts and exclusive offers, fostering customer retention. In-store promotions, including sales events and festive discounts, attract foot traffic and boost sales, while collaborations and sponsorships with celebrities, designers, and events enhance brand visibility and credibility.

Reliance Trends is committed to positive societal and environmental contributions through various CSR initiatives. Sustainable fashion is a key focus, with emphasis on eco-friendly practices and sustainable sourcing, including the use of organic cotton and recycled materials. Community development is another priority, with the company supporting educational and vocational training programs for underprivileged communities to improve their

quality of life and provide employment opportunities. Additionally, Reliance Trends actively participates in disaster relief efforts, offering financial assistance, essential supplies, and rehabilitation support to affected communities. These initiatives reflect the company's dedication to making a meaningful impact beyond the commercial sphere.

Innovation is at the core of Reliance Trends' strategy to stay ahead in the competitive retail fashion market. The company is investing in cutting-edge technologies like artificial intelligence (AI), machine learning, and data analytics to enhance inventory management, gain customer insights, and offer personalized shopping experiences. Expanding product lines to include categories such as activewear, maternity wear, and plus-size clothing is another focus area, catering to diverse customer needs. Furthermore, Reliance Trends is exploring opportunities for international expansion, leveraging its robust supply chain and brand recognition. Enhancing customer experience remains a priority, with continuous improvements in store layouts, customer service training, and digital interfaces, ensuring that both in-store and online shopping are as enjoyable and efficient as possible.

Reliance Trends has firmly established itself as a leader in the Indian fashion retail industry, thanks to its wide range of products, innovative marketing strategies, and unwavering commitment to customer satisfaction. The company's growth trajectory is marked by its ongoing expansion, adoption of advanced technologies, and focus on sustainability. These efforts position Reliance Trends well for continued success, reinforcing its status as a preferred fashion destination for Indian consumers. Looking to the future, Reliance Trends aims to further enhance its offerings, expand its reach, and contribute positively to society and the environment, ensuring long-term success and customer loyalty.



India's leading fashion retailer, Reliance Trends has unveiled its 300th store in the country. The new store is located at Kolkata's highly popular Park Street. The launch reaffirms Reliance Trends as India's largest, most widely distributed, and the fastest growing fashion destination. Trends customer through www.trends.ajio.com can access a large collection of accessible high-quality product at greater value delivered at their doorsteps. Over the year, trends has developed a strong portfolio of own brands that cater to diverse tastes and preference of the customers.

Reliance Trends is a leading lifestyle retail chain within over 777 retail stores across India. Reliance Trends offers stylish, high-quality product over across Womenswear, Lingerie, Menswear, Kid wear and fashion accessories throughout a diversified portfolio of own brands, national and international brands. The uniqueness of the store is the core, which delivers "fashion at great value".

Spread over 8,000- 24,000 square feet of shopping area, each Reliance Trends store is designed to offer a unique shopping experience for the entire family through wide aisles, coordinated displays and highly trained fashion professionals offering best in class customer assistance. Reliance Trends customers through www.reliancetrends.com can access a large collection of fashionables, high quality products at great value delivered at their doorsteps.

- Mission: To become India’s largest retailer delivering superior value to its customers, suppliers, and shareholders.
- Vision: Deep insight into India’s economic, cultural and consumption diversity

1.8.1 Reliance Retails

Industry	Reliance Textiles & Apparel
Founded in	2006
India Employee count	1 lakh+
Global employee Count	1 lakh+
Headquarters	Navi Mumbai, Maharashtra, India
Office location	Navi Mumbai, Maharashtra, India
CEO	Akhilesh Prasad
Type of company	Indian MNC
Nature of Business	B2C
Ownership	Private
Registered Name	Reliance Trends Ltd

1.8.2 History of the company

Reliance Trends, the fashion and lifestyle retail arm of Reliance Retail, was established in 2007. It is a subsidiary of Reliance Industries Limited, one of India's largest and most diversified conglomerates. The inception of Reliance Trends was part of Reliance Industries' broader strategy to venture into the retail sector, aiming to capitalize on India's burgeoning consumer market and the increasing demand for organized retail formats.

From its early days, Reliance Trends positioned itself as a destination for contemporary fashion at affordable prices. The brand rapidly expanded its footprint across India, opening stores in key metropolitan areas and gradually penetrating Tier II and Tier III cities. The strategic placement of stores and the extensive range of apparel, accessories, and footwear for men, women, and

children helped Reliance Trends attract a wide demographic of customers. Reliance Trends adopted a unique approach by combining international fashion trends with traditional Indian attire, thus catering to the diverse tastes and preferences of Indian consumers. This blend of modern and ethnic wear resonated well with the market, allowing the brand to stand out in the competitive fashion retail landscape.

The company has continually evolved, embracing technological advancements and integrating an omnichannel retail strategy. The launch of its e-commerce platform enabled Reliance Trends to offer a seamless shopping experience, bridging the gap between online and offline retail. This digital transformation was further accelerated during the COVID-19 pandemic, which saw a significant shift in consumer behavior towards online shopping.

Over the years, Reliance Trends has collaborated with various designers and celebrities to launch exclusive collections, enhancing its brand appeal and keeping it relevant in the fast-changing fashion industry. Today, with over 800 stores across India, Reliance Trends is recognized as a leading fashion retailer, known for its quality, affordability, and trendsetting collections.

The own brand Portfolio includes:

- ❖ **Rio:** A vibrant range of snazzy trends for young women
- ❖ **Fig:** Fashion wear for discerning, independent, and working women
- ❖ **Avasa:** A range of Indian wear for women offering the finest collection of Salwar kurtas, Sets, Churidars and a fast-evolving mix and match range of garments
- ❖ **Fusion:** A range of fusion wear for women where east meets west and style meets comfort
- ❖ **Frendz:** Range of garments that complements the wardrobes of the growing generation boys and girls.
- ❖ **Netplay:** Range showcase a smart casual collection for the evolving workplace

- ❖ **The DNMX:** Range has been developed with a clear focus on the youth in India, offering them exclusively crafted fashion garments like Denims, T-shirt etc.
- ❖ **Performax:** The specialised sportswear or active wear brand, which supports performance in sporting activity
- ❖ **Point cove:** Kids wear that features bold colours bringing the California spirit in India.

Reliance in retail Reliance Retail Industry (RRL) is a subsidiary of Reliance Industries Limited, which is based in Mumbai. RRL was set up in 2006 and mark the foray of the Reliance group into organized retails. RRL has been conceptualized to include growth for farmers, vendor partners, small integration strategy, to build a value chain starting from farmers to consumers. Business Divisions Reliance Retail Ltd has several companies owned outlets along with a franchises format that would be in collaboration with Kirana shop owners. Its various divisions are:

- Reliance Mart
- Reliance Fresh
- Reliance Super
- Reliance Digital
- Reliance Wellness
- Reliance footprints
- Reliance Jewels
- Reliance Timeout
- Reliance Trends



All Reliance Trends stores located at different places across Bangalore offer some of the best Indian and international brands, areas and has been designed and furnished by the best of the international design agencies to offer a high style and lavish experience to the Indian consumers. The store layout evolving the complements the evolving taste and preference of fashion savvy consumers, giving them an opportunity to view/shop with ease, along with an army of well-trained customer service associates to complement the entire shopping process.

- Revenue: 1,30,566 cr. Rupees
- Retail Stores: 18,000
- Employees: More than 1 Lakh

1.8.3 SWOT Analysis

Strengths

- Reliance Retail is financially sound.
- Primary location of the stores ensures good footfall.
- Low prices of the merchandise attract customers.
- Customers visiting the stores are between the age 18-25 years of age and constitute a very good potential market.
- Majority of the customers are highly satisfied with the store and would like to revisit the store.
- The concept of selling the merchandise in coordination is the unique selling proposition of the brand and adds to the convenience of the customers.

Weakness

- Acute lack of awareness about the store.
- Most customers visit the store only when passing by.
- Visual merchandising of the has to be improved.
- Display needs to be changed.
- Lack of external brands is also a major constraint in the store.

Opportunities

- RTL have an advantage because its concept redefines value retailing.
- Value retail is associated with RT offers, fresh stock at such low price and thus stands apart.
- The store offers in-house labels and thus has freshness associated with it.
- Brand name of reliance has a lot of prestige attached with it.

Threats

- More stores of Reliance Trends have to be opened across various places in Bangalore.
- Negligible awareness about the presence of store in other areas.
- Expansion strategy other VFM formats.
- There is a cut throat competition from stores like “lifestyle, Pantaloons, Showoff and Shoppers Stop” respectively.

Customer segmentation of Reliance Trends

- Reliance Trends target higher and middle-class customers
- The large and growing young working population is a preferred customer segment. Reliance Trends especially target working women and home market who are the primary decision makers.
- Reliance also targets on the population of the country as they will follow fashion mostly and of reliance promotes itself as the India’s largest fashion destination.

- Good customer service is the life blood of any business. You can offer promotion and slash price to bring in as many new customers as you want, but unless you can get some of those customers to come back, your business won't be profitable for long.
- Good customer service is all about bringing customers back. And about sending them away happy enough to pass positive feedback about your business along to others.

Customer Care:

Sometimes which is done ever after the product is purchased. Many companies are interested in knowing the reason why customers have purchased the goods and services or even the goods are not purchased. Managers interested in customer care trying to collect a database as to why the customers have purchased the competitor's product and service and what will be the level of satisfaction if it is introduced in our product or service.

Customer Focus:

When everyone in the organisation makes efforts to focus the activities on the satisfaction of the customers right from the stage of new product planning and to product modification to the stage of elimination of the goods and service everything revolves around the customers.

Customer Service Training:

Another strategy to improve customer satisfaction is to invest in customer service training. All employees should be on board with how to treat customers and help them gain a valued experience. The experience the people have received is the most important aspect in selling pure service or service with tangible goods. Once the customer is satisfied with the service his loyalty towards the product or company is at its peak.

Communication

Communication with customers is also important. It's a good idea to always provide customers with ways to contact them. Offering e-mail, telephone line, web contact or other way for customers to offer comments and complaints is of value.

Promotional Objective

Promotional objectives are part of an overarching marketing strategy. Create a brand identity with imagery, and slogans is the first stage of a marketing campaign, followed by expanded messaging, either directly through personal email marketing communication or through social media.

Promotional Budget

A specified amount of money set aside to promote business or organisation product or beliefs. Promotional budget is created to anticipate the essential cost associated with growing a business or maintaining a brand name.

Promotional Mix

Promotional Mix is the combination of different promotional element that a company uses to reach and influence potential customer.

Advertising

The paid, non-paid presentation of ideas, goals, or service directed at a mass audience by an identified sponsors by mean of print and broadcast.

Types of Advertising

- Speciality items
- Internet Radio
- Television
- Outdoor Advertising
- Magazines

Publicity

Means calling attention to yourself and your business. Placement in the media of newsworthy items about a company, product or person. Public relation may generate unsolicited publicity when such activities are reported by the media. Public relation activities designed to create goodwill towards a business or control damage done by negative publicity.

Personal selling

Personal selling is where a business use people to sell the product after meeting face to face with the customer. The seller promotes the product through their attitude, appearance and specialist product knowledge. They aim to inform and encourage the customer to buy or at least trial the product. Personal selling is the most traditional method, devised by manufacturer, for promotion of the sales of their product. Personal selling used to be the only method used by the manufacturer for promotion of sales.

Needs for Personal Selling

- Requirements of product demonstration illiterate prospects
- Traditional necessity of personal selling
- Emergence of an entirely new type of product.
- Need to develop relation with customer source of marketing research data to remove misconception caused by competitive advertising

Sales Promotion

On type of sales promotion may be to include a premium with a purchase. Promotional activities by reliance trends: Reliance Trends is doing different type of promotional activities with a main aim bringing in more customers into the stores. Reliance is focusing on attracting customers through different types of walk-in drive activities.

Types of sales Promotion

- ✓ Media Plan
- ✓ Trend Stylish
- ✓ Seasonal offers

Media Plan

Media plan involves communication through different media such as

- Print media
- Social media
- Radio
- Cinema
- Outdoor communication

Print Media

Reliance Trends is using the print media as one of its promotional activities, reliance spends lot of money in printing its advertisement in the most major new dallies. The advertisement will be printed mostly on the weekends in such a way that the advertisement will grab the readers attention and making them to come into the store, which will not only increase the football of the store but also increase the revenue by attracting the people to make a purchase.

Social Media

With the ever-increasing usage of internet in the country, most of the population using the social networking site such as Facebook, twitter. Reliance is having its own brand pages and groups in the Facebook with the help of which reliance is doing some campaign in the social networking sites for promoting its brands, new offers and creating brand awareness to the people.

Radio

Reliance trends is having their own radio channel called Radio Trends which will announce the offers in the store all the time, making the customer who enter

the store to know about all the offers. Other than its own radio reliance trends are using some other radio channels for its promotions. In the radio channel like radio mirchi, big Fm, radio city etc.

Cinema

Reliance trends is using cinema plan as one of its promotional activities, they are selecting the best multiplexes and single screen theatre in the catchment area where the multiplexes and the single screen theatre are popular and more people will be visiting these multiplexes.

Outdoor Communication

Reliance Trends are using banners and hording as the outdoor communication. Reliance is placing the attractive banners and hoardings with its offers in the best catchment where the flow of population was very high.

Trend Stylish

The volunteers will find out the well dressed, good walking person and stylish person and immediately will give that person discount vouchers and announce them as the Trends Stylish. All the people who got discount vouchers will come back to the store to redeem the coupons. The Reliance One card is issued by and remain the property of Reliance Fresh limited.

Product Profile

- Indian wear
- Formal wear
- Semi formal wear
- Casual wear
- Dresses materials
- Lingerie
- Sports wear

- Under garments
- Infants
- Toddlers
- Accessories Handbags
- Socks
- Handkerchief
- Foot wear
- Watches
- Private Labels by reliance trends

Reliance trends has been ranked as the fastest growing retailer in the world. It is the largest and the most profitable retailer in India with the widest reach. Reliance retail has nearly 200 million registered customers buying across all its format. It records more than 500 million footfalls across all its stores in FY22, a scale unmatched by any other retailers in India. With over 1,20,000 transactions per hour, reliance retail operates at a scale unparalleled in the Indian retail industry and continue to enrich the quality of lives of millions of Indians every day.

Reliance retail has adopted a multi prong strategy and operates a wide array of store formats which cater to planned shopping needs as well as daily or occasional needs of the customers across major consumption baskets of grocery, consumer electronics and Fashion & Lifestyle.

Reliance retails have a strong presence in digital commerce channels through AJIO.com, a curated fashion & lifestyle store bringing best of national and international brand to customers doorstep and Jiomart, India's largest hyperlocal retail solution that leverages the wide network of reliance retails grocery stores and well- established supply chain infrastructure. Reliance retails reported a turnover of Rs.1,99,704 crores for the financial year 2020-21.

1.8.4 VISION

To make RIL one of the most innovative companies in the world and to achieve breakthrough growth in revenues and profits by creating and implementing sustainable solutions.

1.8.5 MISSION

To be the most admired and successful organized retail company in India that materially enhances the quality of life of every Indian.

1.8.6 OBJECTIVES

- Greater market share
- Higher growth rate
- Higher earnings
- Premium price
- Loyal customers
- Highly motivated employees
- Higher or better product quality can also be used as product differentiation strategy in market place
- The best way to reduce loss is to avoid it by losing it with bad quality

1.8.7 ORGANIZATIONAL STRUCTURE

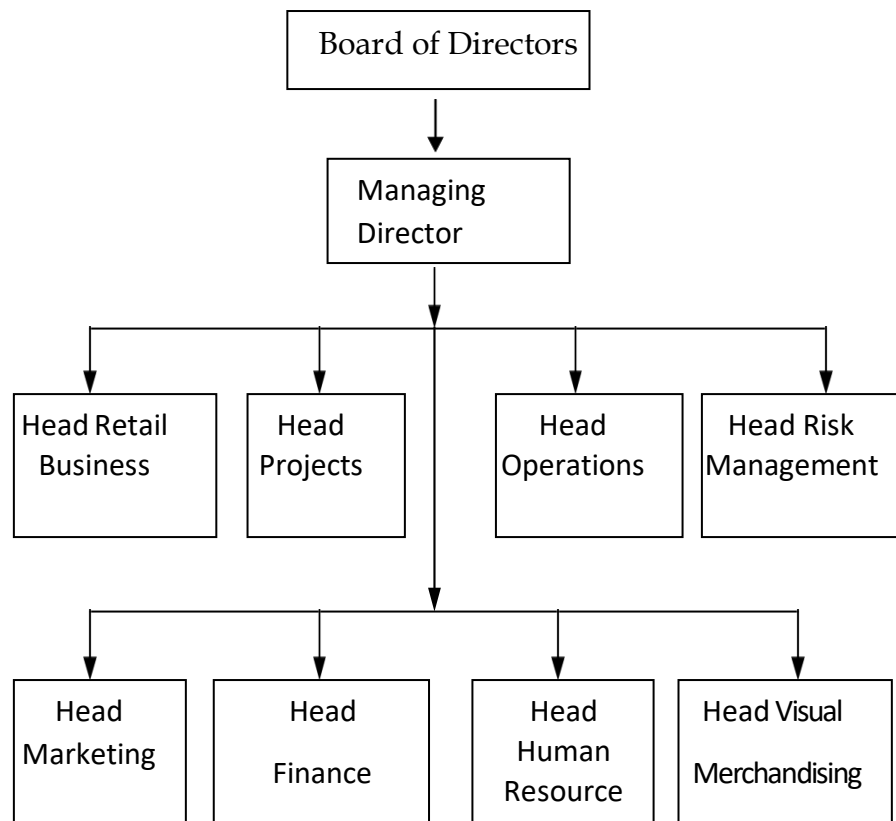
Reliance Retail organization is headed by Board of Directors. It follows an inverse pyramid structure; as a result, decisions are taken closest to the point of customer action. As customers are the prime factors the sales executives are encouraged to think of them at the very first. They are empowered to run their respective departments like 'small business owners'.

A retail company is a company which is responsible for selling out products manufactured by a number of manufacturing companies. The way the retail industry functions and works in today's time and date greatly vary from the way it used to work about a decade ago. There have been many changes in way of shopping, tastes, preferences and also the store concept.

The organizational structure of a retail company is designed to streamline operations, enhance efficiency, and ensure the company meets its strategic objectives. It balances centralized corporate governance with the flexibility needed at the store level to respond to local market conditions. Each functional department plays a crucial role in supporting the overall mission of the retail company.

A retail corporate entity has operations running both on the retail outlets as well as behind the scenes. No be counted how big or small the operation, whether or not it's far a prime branch shop or single-unit boutique, every corporation have to be dependent in the sort of manner that excellent serves it wishes and makes the commercial enterprise a success.

In order to bring the products to the customers and handle everything that goes in between, a large number of people ranked on the basis of hierarchy are needed. Within the retail industry or within retail companies, there is a certain hierarchical structure that is followed where the persons with the most responsibilities are at the top of the hierarchy where those with entry level duties lie at the bottom.



1.8.8 FUNCTIONAL DEPARTMENTS

A retail business hierarchy can be defined as the list of departments and the professionals, prevalent in the retail business organizations. The larger retail businesses have more levels of hierarchy. The structure is also dependent on the sales of the organization. With the increase in sales, more professionals are required to handle the business and therefore more levels may be added in the existing hierarchy.

1.8.8.1 HUMAN RESOURCE DEPARTMENT

Human resources are the most critical assets of any organization as the organization's success lies in their hands. Recruitment is an important part of an organization's human resource planning and their competitive strengths. Competent human resource at the right position in the organization is a vital resource and can be a core competency or a strategic advantage of it.

The objective of recruitment process is to obtain the number and quality of employees that can be selected in order to help the organization to achieve its goals and objectives. Recruitment acts as a link between the employers and job seekers and ensures the placement of right candidate at the right place at the right time.

The HR or Human Resources department is the one which is responsible for recruiting employees and hiring managers at all positions. This is the department which deals with training and employee recruitment. This department also takes care of distributing and deciding on salary figures and other benefits. The following is a hierarchy within this department:

- HR Manager
- Interviewer
- Payroll manager
- Recruiter

The objective of Human Resources is to maximize the return on investment from the organization's human capital. THE SCOPE OF HRM is indeed very vast. All major activities in the working life of a worker-from the time of his or her entry into the organization until he or she leaves- come under the purview of HRM. Specifically, the activities include are

- HR Planning
- Job analysis and design
- Recruitment and selection
- Orientation and placement
- Training and development
- Performance Appraisal and Job evaluation
- Employee and executive remuneration
- Employee Motivation
- Employee Welfare

1.8.8.2 FINANCE DEPARTMENT

The 'Finance' department is responsible for handling all the financial aspect of the retail corporate business and the following is the hierarchy of job positions found within this department. A separate finance department is often found to be a part of a departmental store and consists of accountants and credit officers.

- Finance manager
- Accounting manager-The account manager in the Retail industry management hierarchy looks after the accounts of the store. He/she needs to maintain all purchase and sales records and also enter each and every transaction in a register and keep a track of the cash flow that is taking place on a daily basis. All credit and debit matters are also maintained by the person at the post.
- Financial analyst
- Senior accountant- takes care of all the financial activities in the store.
 - Arrange for float cash in every cash counter before the store opens in the morning.
 - Maintain a track of transactions at every cash counter.
 - Maintain the book of accounts.
 - Acts as an interface between the store and commercial department in the corporate office.
- Secretary
- Clerk

Finance department is responsible for the financial administration and management of the company along with financial rules and financial guidelines acting in the company. Finance department concerns with securing the financial health of the company.

Objectives

- To take care financial flows for smooth running of business
- To optimize the financial resources of the company.

- To meet financial expenses of the company in a systematic way

Functions

- Estimating the financial requirements of the firm.
- Analyzing risk and returns associated with the projects and endeavors taken by the company.
- Determine the need of working capital in the organization.
- Determining the pay scales of the employees.
- Profit maximization and wealth maximization of the company and its partners.
- Receipt of money from customers and accounting the same.
- Payments to suppliers and payment of all office expenses.

1.8.8.3 MARKETING DEPARTMENT

The marketing department handles everything related to marketing and promotions of the products and of the store or retail company as a whole. Marketing is an important arm of any departmental store and is that segment which deals with popularizing of products so that they are sold effectively. Depending upon the size of the store, the marketing may either be a separate department or may just have a couple of marketing experts.

There are many employees working in this department to properly fulfill all tasks related to marketing and their hierarchy is given as follows:

- Marketing manager
- Sales manager
- Assistant marketing manager
- Regional manager
- Area manager-The main responsibility of the area manager is to look after all the retail stores under the same name in a particular area. He or she needs to maintain the record of all the retail stores that fall under his or her area and present the records at the company corporate office or the head office. The

area manager also needs to deal with all purchase and sales issues of the stores and the company. Also develop effective strategies and ensure that the stores are running smoothly and are also achieving the desired sales target.

- Advertising manager
- Public Relations
- Marketing head
- Marketing executives

The term marketing concept holds that achieving organizational goals depends on knowing the needs and wants of target markets and delivering the desired satisfactions. It proposes that in order to satisfy its organizational objectives, an organization should anticipate the needs and wants of consumers and satisfy these more effectively than competitors. The activities include are;

Media and trade promotions

The team uses channels of media like;

- Print media – Majorly uses newspaper, pamphlets for promotions.
- Radio
- Outdoor – Hire celebrities to promote their product at public places
- BTL activities
- Give seasonal slabs for discounts ex – On 15th August an offer stated that buy worth `1947 and get free worth `1947.

Communication

- Reliance Trends organizes various events like photo shoots to promote themselves.
- Outsources its advertisements to ad agencies.
- Advertisement is done through print media, radio, hoardings, newspapers, magazines, car-cards etc.
- Public relations are maintained by a PRO, even the sales force are trained to maintain PR.

Research Strategy

- Any kind of research is done by this team. The research is done regarding any type of problems faced.

- Research is done on category where there is a problem.
- Consumer behavior is studied.
- Strategic initiatives are undertaken by the research team based on the survey done by research agencies.

1.8.8.4 VISUAL MERCHANDISING DEPARTMENT

When it comes to running a retail corporate entity, it is impossible to do it without having a separate department for merchandising. The main purpose of this department is to increase the sale of the products to the consumers and to generate revenues for the retail business. Merchandising is the department which is responsible for purchase of products for the store. It includes inventory control, planning and buying.

There are many job positions which lie within this department and these positions are also organized and segregated In terms of a certain hierarchy. The following are some of these positions:

The major responsibilities of a merchandising coordinator or retail coordinator are:

- Merchandising coordinator
- Merchandise manager
- Warehouse manager
- Quality control managers
- Merchandising assistant
- Buying manager

Visual merchandising is an important support for fashion retail operations. It gives the business an edge over competition. Strategically used, visual merchandising can even create a brand identity. It establishes a connection between merchandise and fashion. The right kind of visual merchandising boosts the sales graph rise upwards. This is achieved by creating an environment not only to attract a customer but also to retain his/her interest and finally augment the selling process.

- Improving the visual standards of the products, as per the merchandising guidelines of the retail business.
- Developing various programs from time to time, for the impressive presentations of the products.

1.8.8.5 STORE MANAGERIAL STRUCTURE

The managerial structure in a retail store is designed to ensure efficient operations, effective staff management, and excellent customer service. It typically consists of multiple levels, each with distinct roles and responsibilities.

CHAPTER- II

**LITERATURE REVIEW AND THEORETICAL
FRAMEWORKS**

2.1 LITERATURE REVIEW

The review of literature on conflict management and its impact on job satisfaction of the employees is to understand and analyse whether there is any relation between the conflict management policies adapted by the organisation in the job satisfaction and productivity of the employees. The study reveals whether they relate with each other. In the dynamic world conflict is a natural phenomenon which everyone faces in their personal and professional life.

Conflict occurs where there is difference in opinions, ideas, values and culture and due to this difference, there is a chance that this factor affects the satisfaction level of the employee in the organisation. In the conclusion the review of literature states the relation between the conflict management and job satisfaction.

Sanjeevan K. Manjendran, Abdul Rahman Ahmed (2023): The study was on “The relationship of workplace conflict management and employee satisfaction”. In the rapidly evolving business environment, a company's ability to maintain employee satisfaction has become critical to its success. All living things will inevitably experience conflict; it is a common occurrence and social interaction that happens between people wherever they are.

Conflict has existed since the beginning of creation, as demonstrated by the events between Cain, the son of Adam, and Abel, which resulted in someone being killed. Thus, the goal of the research is to determine how workplace dispute resolution and employee happiness at firm X are related. Furthermore, this study was conducted using past studies and interviews with all organizational levels of contacts, including staff and management. Additionally, by examining their now in use policies relating to workplace conflict management.

Sophia Anastasiou (2020): The study is on “The significant effect of leadership and conflict management on job satisfaction.” This effort aims to provide research that shows how important leadership and conflict resolution are to employee happiness across a variety of professions. Workplace satisfaction is significantly impacted by leadership and dispute resolution skills. Examples of how these characteristics interact in a variety of professions are provided to demonstrate this.

It is noteworthy that leadership has a substantial impact on a variety of professional sectors and employee groups, demonstrating the universal value of leadership interacting with a wide range of parameters that may vary depending on factors like age, educational attainment, working conditions, cultural differences, and employee expectations. The impact of conflict resolution and leadership on job satisfaction is true regardless of the range and complexity of determinant criteria.

Dr. D. S. Chaubey, Navita Mishra, Dr. Rajat Praveen Dimri (2017): The study was on “Analysis of employee relationship management and its impact on job satisfaction”. In the modern era, the company has grown increasingly competitive. The business organization has undergone a radical transformation as a result of globalization, privatization, and liberalization. One of the most effective tools for increasing employee happiness and motivating staff is employee relationship management.

Management faces numerous challenges as a result of growing competition, shifting consumer demands, technological influence, and an evolving corporate environment. In the twenty-first century, the performance of both small and large enterprises is impacted by the human resource management component of employee relationship management (George & Jones, 2008). This study attempts to determine how employees at a few chosen small and medium-sized businesses in the Uttarakhand State district of Dehradun view the relationship between employee relations management methods and job satisfaction. It was a descriptive study.

Deborah Kemunto Momanyi (2016): The study was on “The influence of conflict management strategies on employee satisfaction: A case study of KCB Bank Kenya Limited, Head Office”. According to the study, commercial banks had to deal with a variety of challenges, including those related to differences in personality, faith and culture, the environment (which was changing due to globalization and technology), handling difficult people and situations, developing critical skills for handling conflict, competing for limited resources, building structures for consensus processes, cooperative discourse, and change.

Competition for limited resources was the issue that most people dealt with. Every bank encountered every difficulty. As can be seen from the study, the KCB employed the following strategies: cooperating, accommodating, compromising, competing, and avoiding. Avoiding and cooperating were the most often employed techniques. Commercial banks should use this information.

Shauna Graham (2009): The study was on “The effect of different conflict management style of job satisfaction in rural healthcare setting”. The four types of conflict that arise in organizations are presented and discussed in this paper, along with the fundamentals of conflict. When confronted with conflict at work, people can be classified into five different modes, according to research. The practice of teaching managers how to handle conflict in order to manage organizational conflict is supported by the evidence presented in this study.

When trying to resolve conflict, managers might employ a variety of approaches; nevertheless, it's crucial to remember that no single approach is appropriate in every circumstance. One way to compare employee satisfaction surveys at two rural, Midwestern hospitals is to see how managers' choices affect workers' job satisfaction.

Sheyl D. Brahnam, Thomas M. Margavio, Micheal A. Hignite, Tonya B. Barrier & Jerry M. Chin (2004): The study was on “A gender-based categorisation for conflict resolution”. It is crucial for managers to comprehend the conflict resolution attitudes that both men and women bring to information

systems (IS) as the workforce grows more diverse. The purpose of this study was to examine any presumptions that might exist about the gender and conflict resolution: a connection. The purpose of this study was to evaluate the dispute resolution techniques used by IS majors who were male and female in order to see if there are any gender-based disparities.

The findings of this research suggest that women are more inclined than males to use a collaborative conflict resolution strategy, while men are more likely to avoid conflict. In accordance to the study, women are possibly better at resolving conflicts than males are when it comes to conflict resolution techniques.

Su-Mei-Lie (2003): The study was on “Relationship among conflict management styles, employees job satisfaction and team effectiveness- A comparison between public and private hospital in Taiwan.” This study looked at the connections between job happiness, team performance, and conflict management methods in Taiwanese hospitals, both public and private. The study's main hypothesis was that managers establish standards for how they will govern conflicts that have a ripple effect on other activities, such job satisfaction and team effectiveness. Form

A that evaluates the five conflict management styles used with one's immediate supervisor, was used in the study to examine the preferred conflict management style of managers in Taiwan's public and private sectors. Additionally, the relationship between conflict management methods and two common workplace responses—employee job satisfaction and team effectiveness.

2.2 THEORETICAL FRAMEWORKS

2.2.1 MEANING OF CONFLICT MANAGEMENT AND JOB SATISFACTION

An organisation is a system of diversities. People with different personalities, viewpoints, thoughts and culture take up the position in an organisation. All these contradictions lead towards conflict in the organisation. Conflict exists in every field of human activity and there is chance of conflict in every social interaction. Conflicts refer to a clash or disagreement. The conflict may be within an individual where there is difference between his goals and roles.

Conflict may occur between two individuals, within a group or between two groups in an organisation. Individuals or group are in conflict when one or both parties are not now getting what they need and are actively pursuing their own goals. Conflict is the difference in perspective that is inherent in every organisation.

Managing the conflict arisen in the organisation in an effective and efficient way by a supervisor or the management is known as conflict management. The conflict between the individuals or the group should be resolved carefully so as to maintain the smooth flow of work and also to maintain the employee satisfaction towards the organisation.

The degree to which workers are happy and fulfilled in their jobs and workplace is known as job satisfaction. It includes a wide range of aspects of working, such as the type of work being done, relationships at work, pay, chances for growth, and the culture of the company as a whole.

Fundamentally, job satisfaction is an expression of how employees feel and think about their work. It is impacted by both external and internal variables. A person's sense of accomplishment from their work, their chances for personal development, and how well their values and interests match their profession are examples of intrinsic variables. Conversely, extrinsic variables include material gains like pay, perks, and recognition.

2.2.2 DEFINITION

Chung and Megginson define conflict as “the struggle between incompatible or opposing needs, wishes, ideas, interests or people. Conflict arises when individuals or groups encounter goals that both parties cannot obtain satisfactorily”.

Conflict management involves acquiring skills related to conflict resolution, self-awareness, about conflict modes, conflict communication skills, and establishing a structure for management of conflict in the organisation. Every organisation has to keep the chances of conflict to a minimum level and adopt measures to solve problem caused by conflict before it becomes a major issue.

According to American Management Association “conflict management is recognising the potential value of conflict for driving changes and innovation. This means knowing when to confront, and when to avoid a conflict and understanding the issue around which conflict resolves”.

A positive emotional state developed from analysing one's employment or professional experiences is referred to as job satisfaction. It's a measure of an employee's job satisfaction and how well their expectations are met or surpassed.

Workplace conditions, overall work atmosphere, promotion prospects, relationships with coworkers and superiors, pay, and the actual work itself are all factors that contribute to job satisfaction. It is a reflection of an individual's subjective thoughts and feelings about their work and is a major factor in determining their dedication, drive, and well-being at work.

According to Edwin A Locke “job satisfaction is a pleasure or positive emotional state resulting from the appraisal of one’s job and job experience”.

2.2.3 SYMPTOMS OF CONFLICT

Major symptoms of conflict in an organisation are:

- Increased tension among employees
- Increased disagreement and complaints
- Avoidance among employees
- Increased blaming
- Dysfunctional meetings
- Productivity slowdown
- High employee turnover
- Repetitive disagreements
- Inappropriate communication

2.2.4 SOURCES OF CONFLICT

Major sources of conflict are

1. Financial matters: conflict may occur between individuals and groups on financial issues
2. Roles and responsibility: Ambiguity regarding the performance of jobs, roles and responsibilities in the organisation may lead to conflicts.
3. Power: Race or competition to acquire power and influence in the organisation may result in conflict between individuals and groups.
4. Jealousy: People may feel jealousy on the success and achievement of others. This may eventually result in conflicts.
5. Incompatibility: If the attitude, value, skill, goal and perception of a subordinate are contrary to with that of his superiors, chances of conflict are high.
6. Weak leadership: Chances of conflict are high if incompetent persons lead a more qualified and experienced workers.

2.2.5 NATURE OF CONFLICT

The nature of conflict includes:

- Conflict is a process: Conflict occurs in different stages. First stage is always misunderstanding. The other stages are difference in values, difference in viewpoint, difference of interest and interpersonal difference.
- Conflict is inevitable: Conflict exist everywhere because people are different having different emotions and qualities.
- Difference in thoughts: Conflict arise when two or more individuals or groups think differently.
- Different perception: Conflict is caused by different perception that different individual hold about the same objective or goal. When a person thinks a particular course of action is right, but other does not hold the same opinion. This leads to conflict of opinion on the same subject.
- Scarcity of resource: Conflict usually arise because of scarcity of resources. When people compete for scarce resource, they hold different views about how best they can utilise those resources to achieve the organisational goal.
- Opposition: In a conflicting situation, one party to the conflict must be perceiving or doing something the other party does not like or want.
- Interdependence and interactions: There must be some kind of real or perceived interdependence. Without interdependence there can be no interaction. Conflict occurs only when some kind of interaction takes place.

2.2.6 TYPES OF CONFLICT

There are several classifications of conflict. Conflict on the basis of existence in different organisations can be categorised as:

1. Inter organisational conflicts: There conflicts that occurs between two or more organisations.

2. Inter group conflict: When the conflict is between two or more groups, team or departments in an organisation, it is termed as inter group conflict.
3. Inter personal conflict: These are conflicts arise between two or more individuals in an organisation.
4. Intra personal: When a conflict occurs inside the mind of a person, it can be termed as intra personal conflict. It can occur when person experience confusion or confrontation between two or more ideas, feelings and thoughts in him. It may also occur when person is incapable to deal with the contradicting demand of two or more role assumed by him, which is referred as role conflict.

Functional and Dysfunctional conflict

Functional conflict refers to disagreement between two ideas, goal or personal that improve employee's performance and organisational effectiveness. It is a healthy confrontation between two or more people or perceptions. Functional conflict leads to creativity and innovation that result in enhanced quality of performance and effectiveness. On the contrary, Dysfunctional conflict refers to unhealthy clashes between individuals and groups in an organisation. Dysfunctional conflict adversely affects the well-being of an organisation.

2.2.7 CONSEQUENCE OF CONFLICT

Nelson and Quick identified following positive and negative consequence of conflicts.

Positive Consequence

- Leads to new ideas.
- Stimulate creativity
- Motivates changes
- Promote organisational vitality

- Helps individuals and group establish identities
- Serves as a safety valve to indicate problem behaviours.

Negative Consequence

- Diverts energy from work
- Threatens psychological well being
- Wastes resources
- Create a negative climate
- Break down group cohesion
- Increases hostility and aggressiveness

2.2.8 CONFLICT MANAGEMENT STYLES

Effective management and settlement of conflicts requires a safe and supportive organisational climate, where relationship is based on trust and mutual respect. The following are five conflict management style that a manager will follow according to Kenneth W. Thomas and Ralph H. Kilmann:

1. Accommodating style: in this style, one party accommodates the goals of the other to avoid a conflicting situation. This style follows the principles of co-operation where a manager works against his goals, objectives and desired outcomes. This approach is effective when the other person is the expert in his field of work.
2. Avoiding: In this style, a manager ignores the conflict, but it does not help the organisation to reach its goals. This style is adopted in the case of small conflict and when the manager has no chance of winning.
3. Collaboration: In this style, manager become partners or pair up with each other to achieve both of their goals in this style. This can be effective for complex situation where manager need to find a novel solution.
4. Competing: In this style a manager will act very confidently to achieve the goals without seeking to co-operates with other employees. This approach may be appropriate in emergency situations.

5. **Compromising:** In this style, neither the person nor the manager really achieves what they want. This requires a moderate level of assertiveness and cooperation. It may be appropriate for situation where a temporary solution is required or where both sides have equal important goals.

2.2.9 FACTORS EFFECTING JOB SATISFACTION

The factors which effect the job satisfaction of an employee are

- Work environment
 1. Organisational culture
 2. Workplace relationship
 3. Physical work environment
- Job design and Role clarity
 1. Job authority
 2. Task variety
 3. Role clarity
- Compensation and benefits
 1. Salary and pay
 2. Benefits
- Career development
 1. Opportunities of advancement
 2. Training development
- Work life balance
 1. Flexible work arrangement
 2. Time off
- Recognition and appreciation
 1. Feedback and performance evaluation
 2. Acknowledgment of effort
- Organisational Justice
 1. Fairness
 2. Equity

- Job security
 1. Stability
 2. Job market condition

- Leadership and management
 1. Effective leadership
 2. Management style

- Personal factors
 1. Individual goals and values
 2. Health and wellbeing

- Social and economic factor
 1. Demographic factors
 2. Economic conditions

2.2.10 IMPORTANCE OF JOB SATISFACTIONS

The importance of job satisfaction of employees is for the

- Employees well being
- Retention and turnover
- Productivity and performance
- Organisational reputation

2.2.11 MEASUREMENT OF JOB SATISFACTION

Job satisfaction can be measured through various methods, including surveys, interviews, and observational techniques. Common scales such as the Job Satisfaction Survey (JSS) and the Minnesota Satisfaction Questionnaire (MSQ) are used to assess different facets of job satisfaction.

2.2.12 STRATEGIES TO IMPROVE JOB SATISFACTION

1. Create a positive work environment
2. Recognizing and rewarding contribution
3. Promoting work life balance

4. Ensuring fair compensation benefits
5. Offering development opportunities
6. Improving communication.

2.2.13 CONSEQUENCE OF JOB DISSATISFACTION

The consequence of job dissatisfaction on employees may lead to

- Increased absenteeism
- Loss of talent and skill
- Reduce organisational commitment
- Negative work place atmosphere
- Health issue
- Decrease customer satisfaction
- Higher turnover
- Decrease productivity

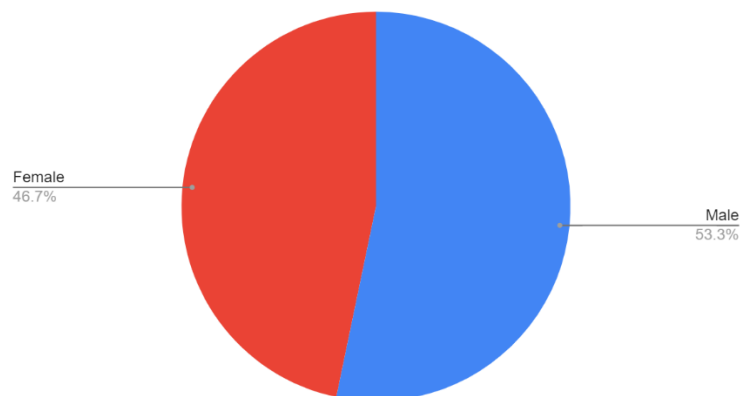
CHAPTER – III
DATA ANALYSIS AND INTERPRETATION

3.1 PERCENTAGE ANALYSIS

Table 3.1.1- Gender

Gender	Number of respondents	Percentage
Male	57	53.3
Female	50	46.7
Others	0	0
Grand Total	107	100

Count of Gender

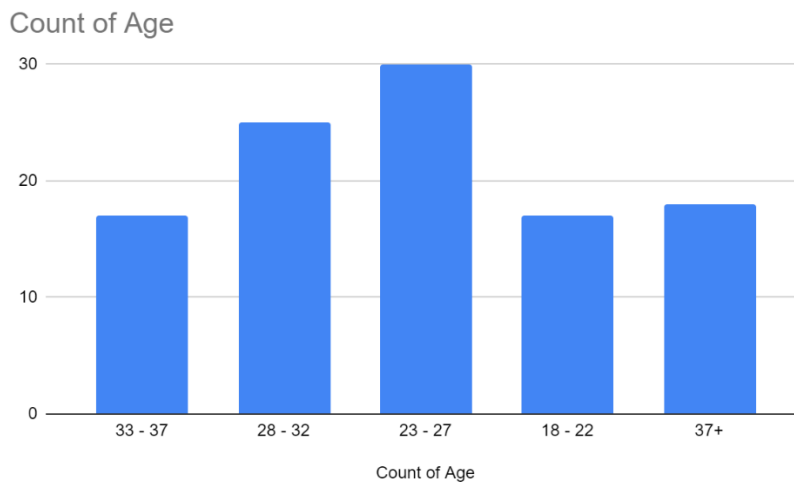


Interpretation:

The above chart shows that 53.3% of the employees are male and 46.7% are female employees in the organisation and there is 0% in the others category.

Table 3.1.2- Age

Age	Number of respondents	Percentage
18- 22	17	15.9
23-27	30	28
28-32	25	23.4
33-37	17	15.9
37+	18	16.8
Grand total	107	100

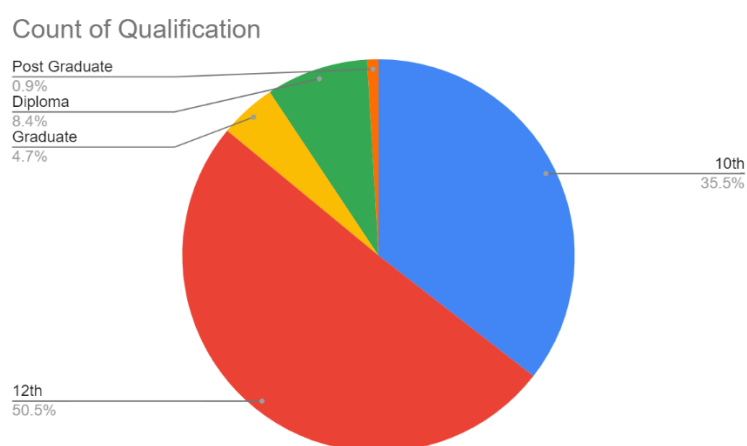


Interpretation:

The above chart shows that 28% respondents are in the age group of 23-27, 23.4% respondents are in the age group of 28- 32, 16.8% of the respondents are in the group of 37+, 15.9% respondents are in the group of 18-22 & 33-37.

Table 3.1.3- Qualification

Qualification	Number of responses	Percentage
10 th	38	35.5
12 th	54	50.5
Diploma	9	8.4
Graduate	5	4.7
Post Graduate	1	0.9
Grand Total	107	100

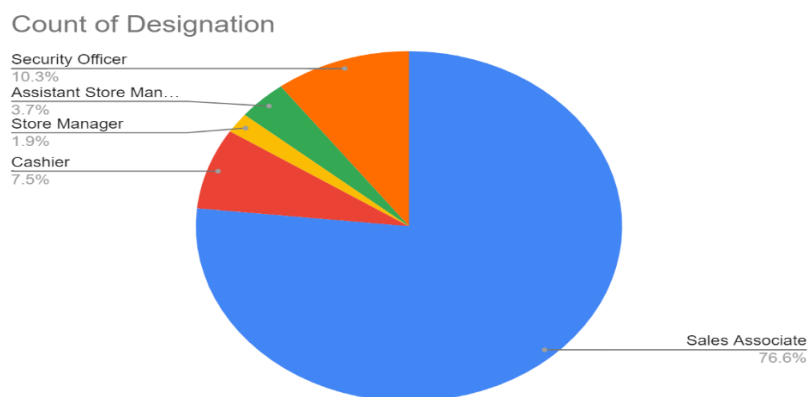


Interpretation:

The above chart shows that the qualification of the employees are 50.5% 12th pass, 35.5% are 10th, 8.4% in diploma, 4.7% are graduates and the rest 0.9% are post graduated.

Table 3.1.4- Designation

Designation	Number of respondents	Percentage
Store Manager	2	1.9
Assistant Store Manager	4	3.7
Sales Associate	82	76.6
Cashier	8	7.5
Security Officer	11	10.3
Grand Total	107	100

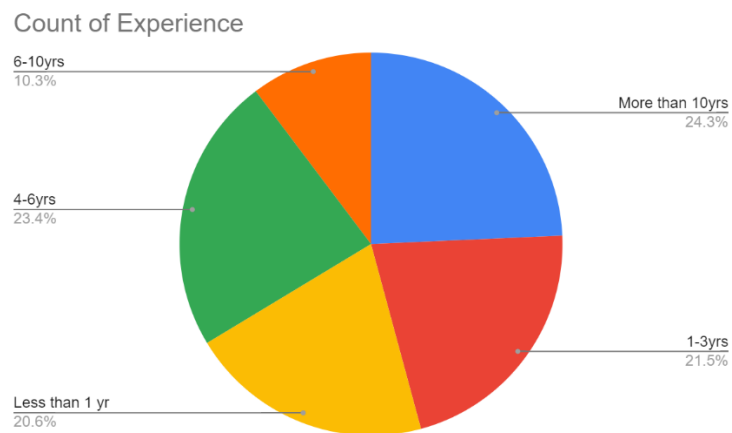


Interpretation:

The above chart states that majority of the employees are sales associate which is about 76.6%, 10.3% Security officers, 7.5% cashiers, 3.7% assistant store manager & 1.9% store manager.

Table 3.1.5- Experience

Experience	Number of respondents	Percentage
Less than 1 yr	22	20.6
1-3yrs	23	21.5
4-6yrs	25	23.4
6-10yrs	11	10.3
More than 10 yrs	26	24.3
Grand Total	107	100



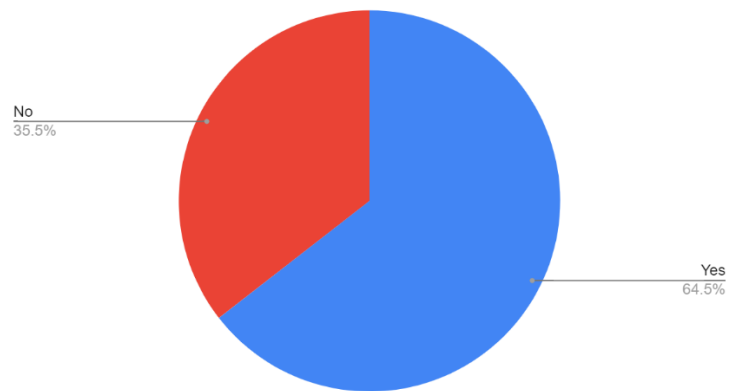
Interpretation:

The above chart shows that the working experience of the employees are 24.3% more than 10yrs, 23.4% in between 4-6yrs, 21.5% between 1-3yrs, 20.6% less than 1 yr, 10.3% between 6-10yrs.

Table 3.1.6- Do conflict arise in the organisation

Outcome	Number of respondents	Percentage
Yes	69	64.5
No	38	35.5
Grand Total	107	100

Count of Do conflict arise in the organisation?

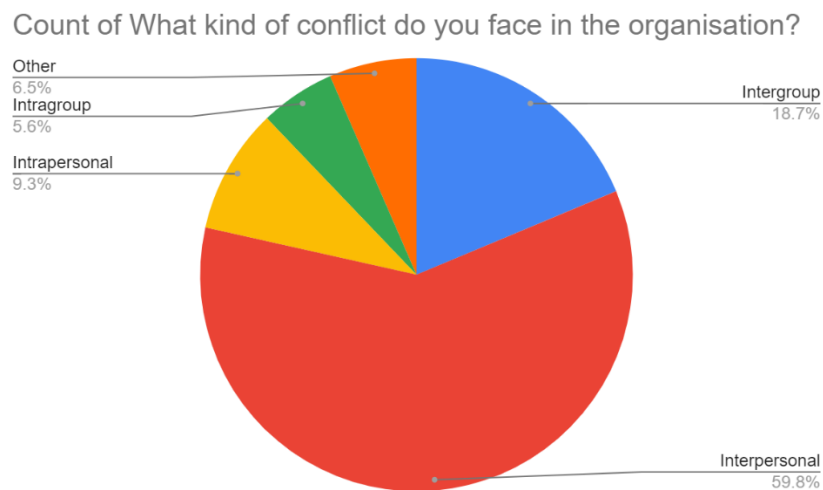


Interpretation:

The above chart states that the ratio of arise of a conflict in the organisation is 64.5% yes and rest 35.5% is No.

Table 3.1.7- What kind of conflict do you face in the organisation?

Types	Number of respondents	Percentage
Interpersonal	64	59.8
Intrapersonal	10	9.3
Intergroup	20	18.7
Intragroup	6	5.6
Other	7	6.5
Grand Total	107	100

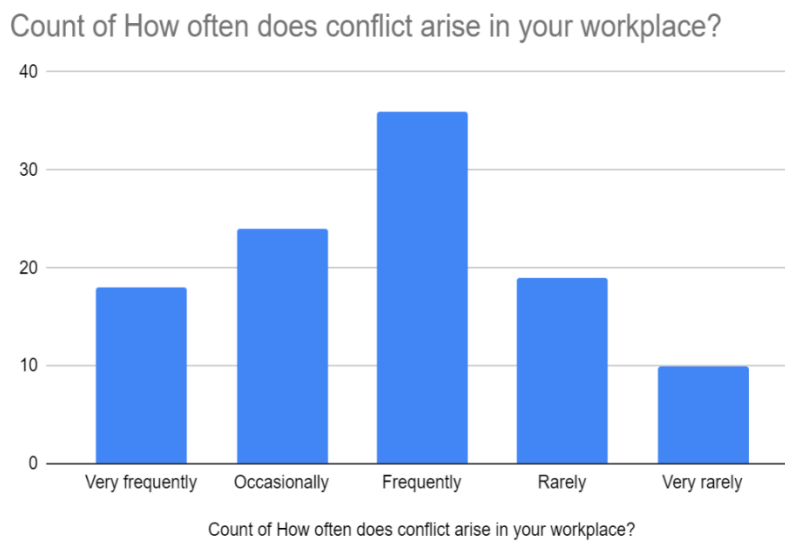


Interpretation:

The chart states that the majority of the conflict type is interpersonal with 59.9%, then intergroup with 18.9%, 9.3% is intrapersonal, 6.5% is other and rest 5.6% is Intragroup conflicts.

Table 3.1.8- Arise of conflict in workplace.

Arise of Conflict	Number of respondents	Percentage
Very Frequently	18	16.8
Frequently	36	33.6
Occasionally	24	22.4
Rarely	19	17.8
Very Rarely	10	9.3
Grand Total	107	100



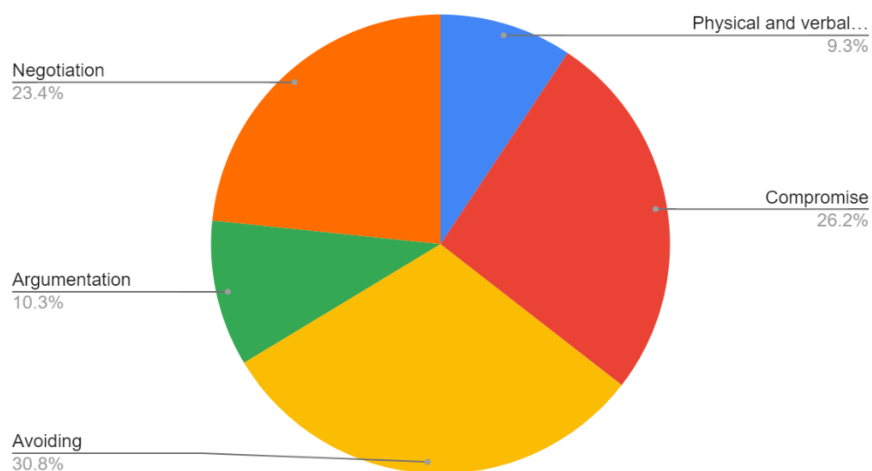
Interpretation:

The above chart shows the arise of conflict in the workplace, 33.6% Frequently, 22.4% Occasionally, 17.8% Rarely, 16.8% Very Frequently, 9.3% Very Rarely.

Table 3.1.9- How do you react to conflict in the organisation?

Types	Number of respondents	Percentage
Avoiding	33	30.8
Argumentation	11	10.3
Physical and verbal aggression	10	9.3
Compromise	28	26.2
Negotiation	25	23.4
Grand Total	107	100

Count of How do you react to conflict in the organisation?



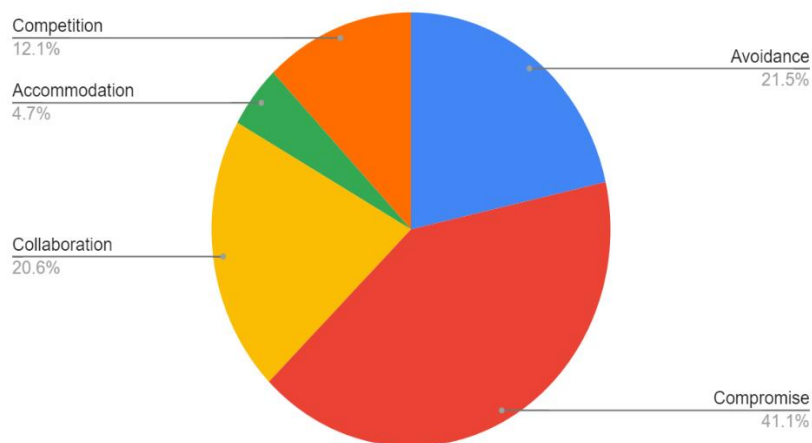
Interpretation:

The above chart states that the reaction toward the conflict by the employees is 30.8% avoiding, 26.2% compromising, 23.4% Negotiation, 10.3% Argumentation and rest 9.3% Physical and verbal aggression.

Table 3.1.10- Which conflict management style is adopted by the organisation in your view?

Styles	Number of respondents	Percentage
Collaboration	22	20.6
Compromise	44	41.1
Competition	13	12.1
Accommodation	5	4.7
Avoidance	23	21.5
Grand Total	107	100

Count of Which conflict management style is adopted by the organisation in your view?



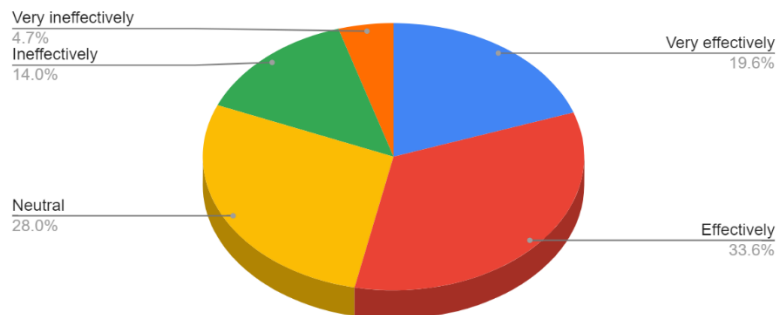
Interpretation:

The above chart shows that the employee’s idea on the conflict management style adopted by the organisation 41.1% compromise, 21.6% Avoidance, 20.6% Collaboration, 12.1% Competition, rest 4.7% Accommodation.

Table 3.1.11- Effectiveness of Organisation in managing conflicts

Evaluating Effectiveness	Number of respondents	Percentage
Very Effectively	21	19.6
Effectively	36	33.6
Neutral	30	28
Ineffectively	15	14
Very Ineffectively	5	4.7
Grand Total	107	100

Count of How effective does you organization manage conflict ?



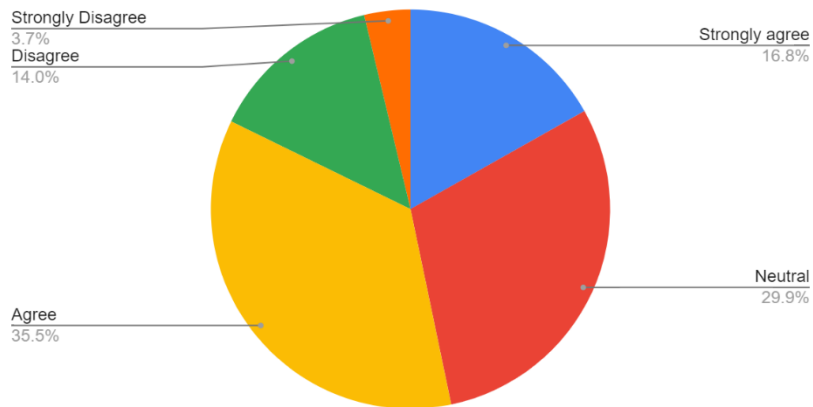
Interpretation:

The above chart shows the employees rating the effectiveness of conflict management by the organisation where 33.6% says its Effectively, 28% felt Neutral, 19.6% says Very Effectively, 14% rated it as Ineffectively, the rest 4.7% says it is Very Ineffectively.

Table 3.1.12-Employee and employer respect the decision of manger/supervisor during the conflict management.

Respect the decision	Number of respondents	Percentage
Strongly Agree	18	16.8
Agree	38	35.5
Neutral	32	29.9
Disagree	15	14
Strongly Disagree	4	3.7
Grand Total	107	100

Count of "Employee and employer respect the decision of the manager/ supervisor during the conflict management" do you...

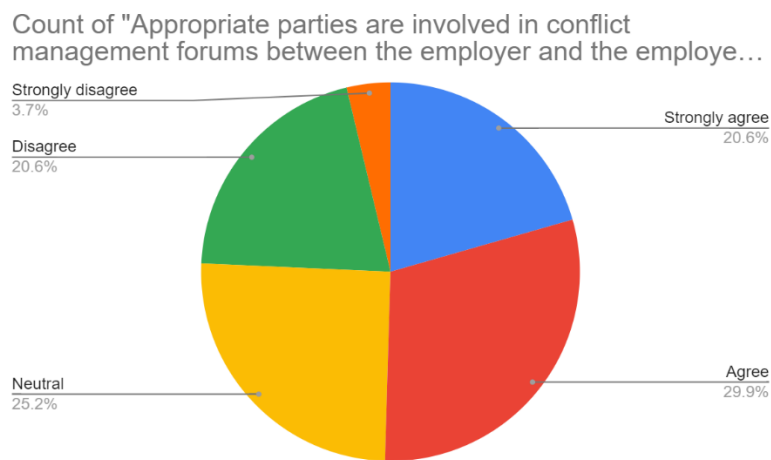


Interpretation:

The above chart shows that 35.5% Agree, 29.9% chosen Neutral, 16.8% Strongly Agree, 14% Disagree, and the rest 3.7% Strongly disagree with the statement given.

Table 3.1.13 -Appropriate parties are involved in conflict management forum between the employee and the employee

Appropriate parties Involved in Conflict	Number of respondents	Percentage
Strongly Agree	22	20.6
Agree	32	29.9
Neutral	27	25.2
Disagree	22	20.6
Strongly Disagree	4	3.7
Grand Total	107	100

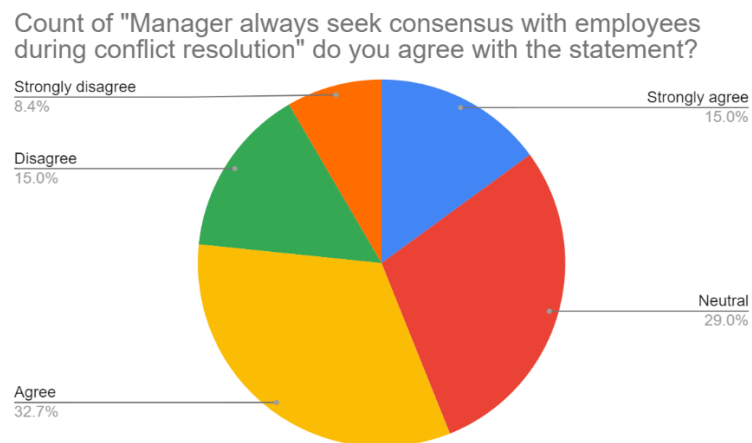


Interpretation:

The above chart shows that 29.9% Agree, 25.2% Neutral, 20.6% Disagree, 20.6% Strongly agree and 3.7% Strongly Disagree with the statement that Appropriate parties are involved in conflict management forum between the employee and the employer.

Table 3.1.14 - Manager seeks consensus with employees during conflict resolution

Consensus	Number of respondents	Percentage
Strongly Agree	16	15
Agree	35	32.7
Neutral	31	29
Disagree	16	15
Strongly Disagree	9	8.4
Grand Total	107	100



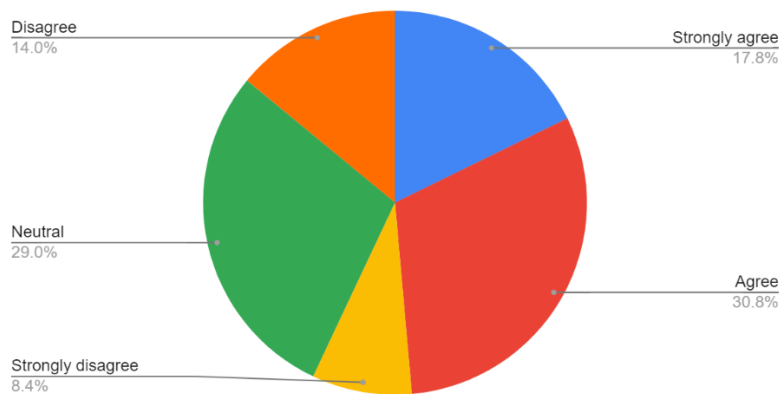
Interpretation:

The above chart shows that 32.7% chosen Agree, 29% Neutral, 15% Strongly Agree, 15% Disagrees, 8.4% Strongly Disagree with the statement that the Manager always seeks consensus with employees during conflict resolution.

Table 3.1.15- Employee and employer mutually respect the right of each other during the conflict management

Mutual Respect of the right	Number of respondents	Percentage
Strongly Agree	19	17.8
Agree	33	30.8
Neutral	31	29
Disagree	15	14
Strongly Disagree	9	8.4
Grand Total	107	100

Count of "Employer and employee mutually respect the right of each other during the conflict management" do you agree?



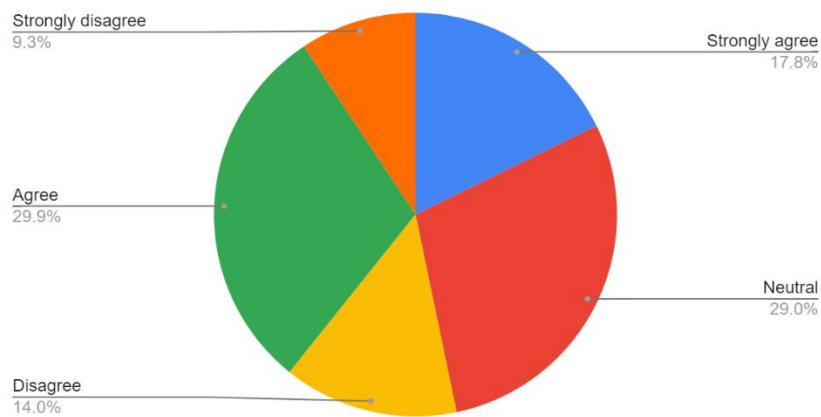
Interpretation:

The above chart shows that 30.8% chosen Agree, 29% Neutral, 17.8% Strongly Agree, 14% Disagree, 8.4% Strongly Disagree to the statement that employee and employer mutually respect the right of each other during the conflict management.

Table 3.1.16 - Management ensures employees are represented appropriately in case of conflict.

Employees represented appropriately	Number of respondents	Percentage
Strongly Agree	19	17.8
Agree	32	29.9
Neutral	31	29
Disagree	15	14
Strongly Disagree	10	9.3
Grand Total	107	100

Count of " Management ensure employees are represented appropriately in case of conflict" do you agree?

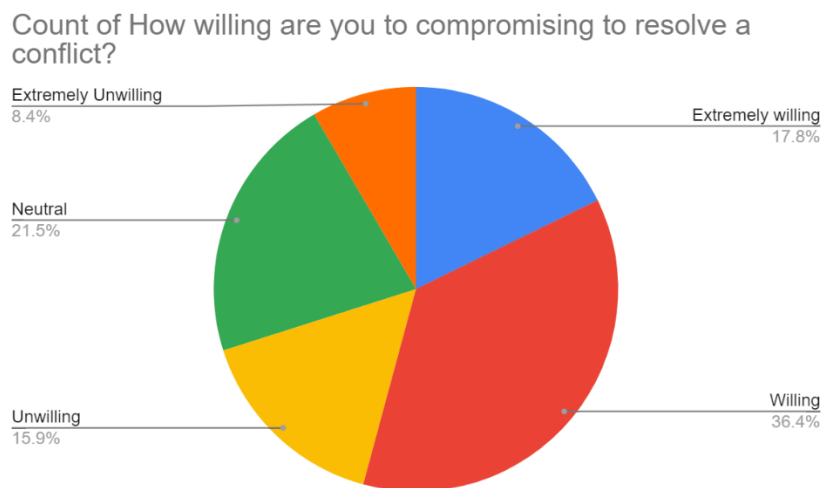


Interpretation:

The chart above provides with a statement that weather the management ensure employees are represented appropriately in case of conflict where 29.9% are Agree, 29% % Neutral, 17.8% Strongly Agree, 14% Disagree And 9.3% Strongly Disagree.

Table 3.1.17 - Willingness of employees to compromise in resolving conflict

Willingness	Number of respondents	Percentage
Extremely willing	19	17.8
Willing	39	36.4
Neutral	23	21.5
Unwilling	17	15.9
Extremely Unwilling	9	8.4
Grand Total	107	100

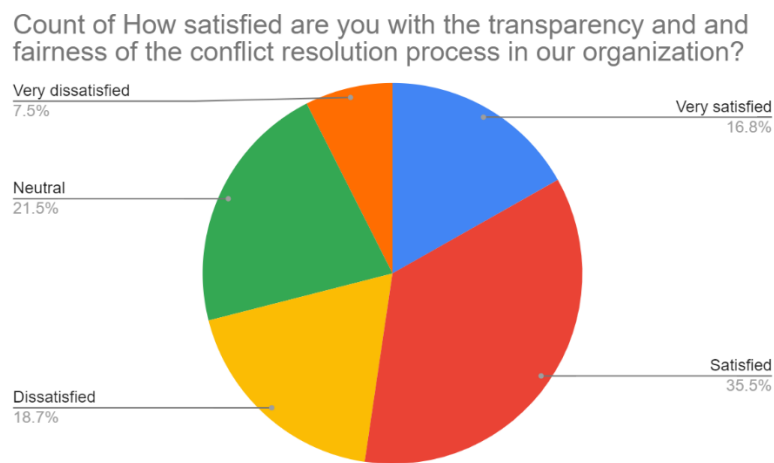


Interpretation:

The above chart states that the willingness of the employees to compromise in resolving the conflict where 36.4% employees are Willing, 21.5% choose Neutral, 17.8% are Extremely willing, 15.9% are Unwilling, 8.4% are Extremely Unwilling.

Table 3.1.18 - Satisfaction level in the transparency and fairness of the conflict resolution process in the organisation.

Satisfaction in Transparency & Fairness	Number of respondents	Percentage
Very Satisfied	18	16.8
Satisfied	38	35.5
Neutral	23	21.5
Dissatisfied	20	18.7
Very Dissatisfied	8	7.5
Grand Total	107	100



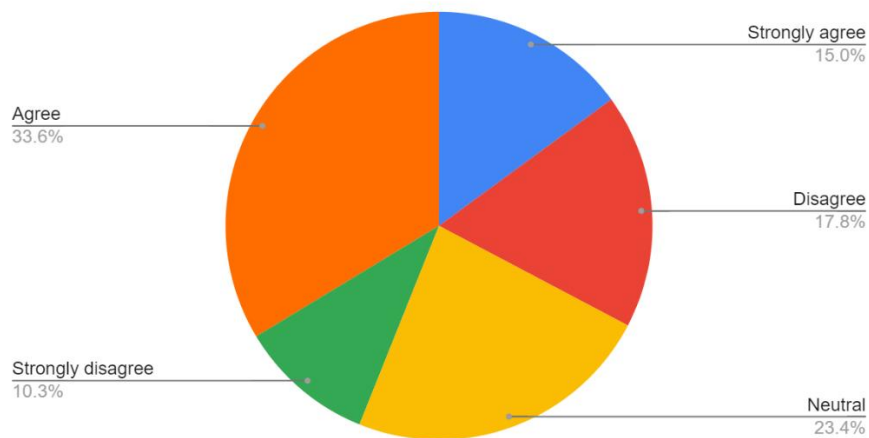
Interpretation:

The chart above states that 35.5% are Satisfied with the statement, 21.5% choose Neutral, 18.7% are Dissatisfied, 16.8% are Very Satisfied and the rest 7.5% are Very Dissatisfied.

Table 3.1.19 - Current conflict management system allows for all parties involved to have an equal voice and Fair treatment.

Equal voice & Fair Treatment	Number of respondents	Percentage
Strongly Agree	16	15
Agree	36	33.6
Neutral	25	23.4
Disagree	19	17.8
Strongly Disagree	11	10.3
Grand Total	107	100

Count of Do you feel that the current conflict management system allows for all parties involved to have an equal voice...



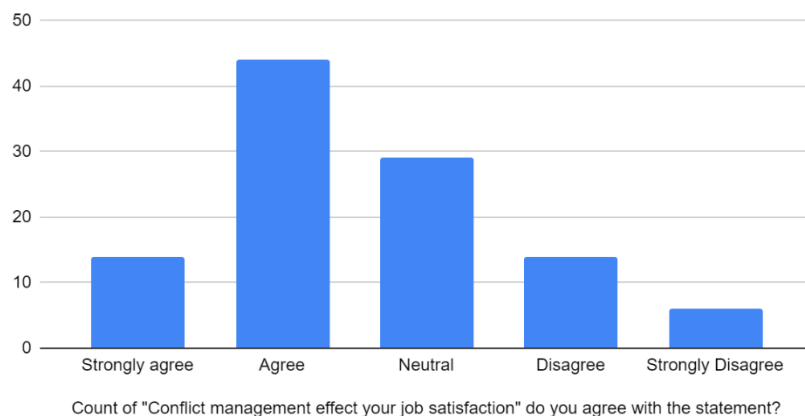
Interpretation:

The chart above shows that 33.6% of employees have chosen Agree to the statement. 23.4% says Neutral, 17.8% disagrees, 15% Strongly agree and 10.3% Strongly disagrees with the statement.

Table 3.1.20 - Conflict management effect the job satisfaction

Effect job satisfaction	Number of respondents	Percentage
Strongly Agree	14	13.1
Agree	44	41.1
Neutral	29	27.1
Disagree	14	13.1
Strongly Disagree	6	5.6
Grand Total	107	100

Count of "Conflict management effect your job satisfaction" do you agree with the statement?



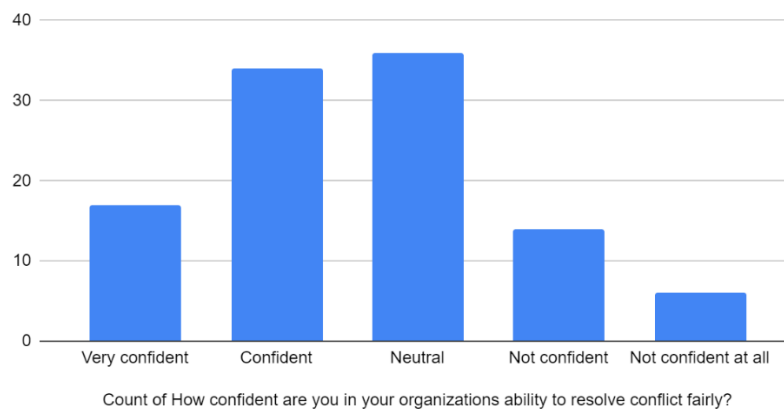
Interpretation:

The above chart shows that 41.4% Agrees, 27.1% Neutral, 13.1% Strongly Agree, 13.1% Disagree, 5.6% Strongly Disagree to the statement that conflict management effect Job Satisfaction.

Table 3.1.21- Employees confidence in Organisations ability to resolve conflict fairly for maintaining the employee job satisfaction

Confidence level	Number of respondents	Percentage
Very Confident	17	15.9
Confident	34	31.8
Neutral	36	33.6
Not Confident	14	13.1
Not Confident at all	6	3.7
Grand Total	107	100

Count of How confident are you in your organizations ability to resolve conflict fairly?

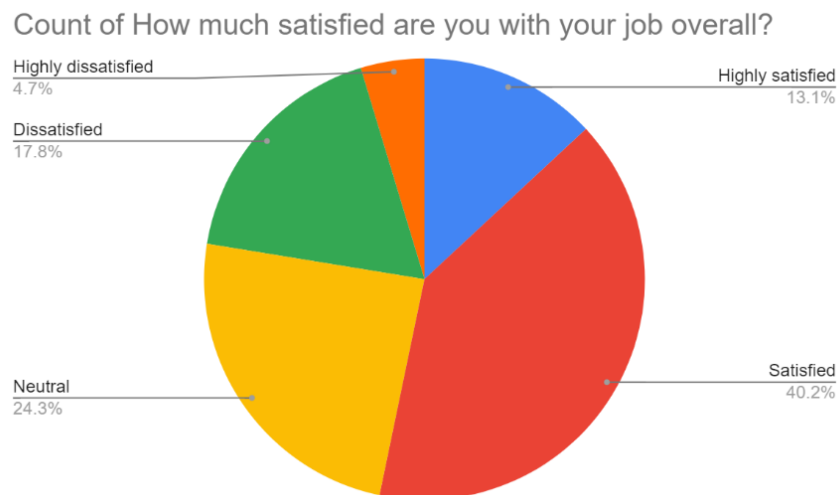


Interpretation:

The above chart shows the confidence level of the employees in the organisations ability to resolve conflict fairly where 33.6% is Neutral, 31.8% is Confident, 15.9% Very Confident, 13.1% Not Confident, and 3.7% felt Not Confident all.

Table 3.1.22 - Employees job satisfaction

Job Satisfaction	Number of respondents	Percentage
Highly Satisfied	14	13.1
Satisfied	43	40.2
Neutral	26	24.3
Dissatisfied	19	17.8
Highly Dissatisfied	5	4.7
Grand Total	107	100



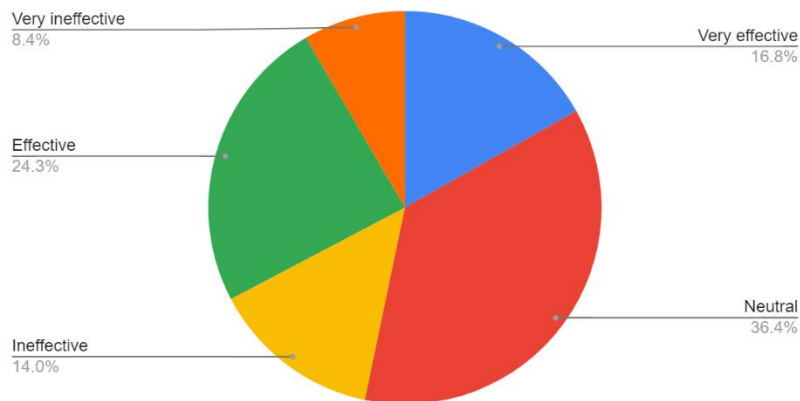
Interpretation:

The above chart shows that 40.2% is Satisfied, 24.3% Neutral, 17.8% Dissatisfied, 13.1% Highly Satisfied, and 4.7% is Highly Dissatisfied with their overall job.

Table 3.1.23 - Effectiveness of conflict resolution within the team or department to improve the job satisfaction.

Effectiveness of conflict resolution	Number of respondents	Percentage
Very Effective	18	16.8
Effective	26	24.3
Neutral	39	36.4
Ineffective	15	14
Very Ineffective	9	8.4
Grand Total	107	100

Count of How effective do you feel conflicts are resolved within your team or department?



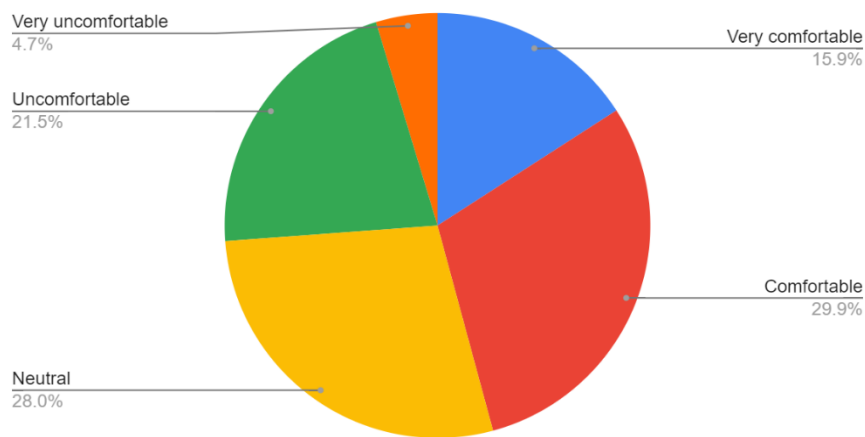
Interpretation:

The chart shows the effectiveness of resolving the conflict in the team and department where, 36.4% felt Neutral, 24.3% felt Effective, 16.8% felt Very Effective, 14% felt Ineffective, 8.4% felt Very Ineffective.

Table 3.1.24 - Employees comfortability in bringing up conflict or concern to their supervisors or managers.

Employees Comfortability	Number of respondents	Percentage
Very Comfortable	17	15.9
Comfortable	32	29.9
Neutral	30	28
Uncomfortable	23	21.5
Very Uncomfortable	5	4.7
Grand Total	107	100

Count of How comfortable do you feel bringing up conflict or concern to your supervisors or managers?



Interpretation:

The above chart states the comfortability level of the employees in bring up conflict or concern to the supervisors and managers, where 29.9% has chosen Comfortable, 28% feels Neutral, 21.5% feels uncomfortable, 15.9% feels Very Comfortable, 4.7% feels Very uncomfortable.

3.26 CORRELATION ANALYSIS

3.26.1 Relationship between conflict management and job satisfaction

H0: There is no significant relationship between conflict management and job satisfaction.

H1: There is a significant relationship between conflict management and job satisfaction.

From the Analysis performed in finding out whether there is any relationship between conflict management and job satisfaction it was resulted as 0.63 which indicates a moderate relationship between the conflict management and job satisfaction.

As the analysis shows a moderate relationship, we can reject Null hypothesis (H0) and accept Alternative hypothesis (H1).

3.3 ANNOVA ANALYSIS

Descriptives

conflict management

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
1	17	3.3647	.93337	.22638	2.8848	3.8446	1.00	5.00
2	30	3.3733	.73294	.13382	3.0997	3.6470	1.40	5.00
3	25	3.3520	.38850	.07770	3.1916	3.5124	2.20	4.00
4	17	3.4118	.84991	.20613	2.9748	3.8487	1.80	5.00
5	18	3.0333	.80073	.18874	2.6351	3.4315	1.60	5.00
Total	107	3.3159	.73564	.07112	3.1749	3.4569	1.00	5.00

Test of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
conflict management	Based on Mean	2.112	4	102	.085
	Based on Median	1.607	4	102	.178
	Based on Median and with adjusted df	1.607	4	81.876	.180
	Based on trimmed mean	2.071	4	102	.090

Multiple Comparisons

Dependent Variable: conflict management

Tukey HSD

(I) Age	(J) Age	Mean		Sig.	95% Confidence Interval	
		Difference (I-J)	Std. Error		Lower Bound	Upper Bound
1	2	-.00863	.22413	1.000	-.6311	.6138
	3	.01271	.23209	1.000	-.6319	.6573
	4	-.04706	.25323	1.000	-.7503	.6562
	5	.33137	.24969	.675	-.3621	1.0248
2	1	.00863	.22413	1.000	-.6138	.6311
	3	.02133	.19993	1.000	-.5339	.5766
	4	-.03843	.22413	1.000	-.6609	.5840
	5	.34000	.22012	.536	-.2713	.9513
3	1	-.01271	.23209	1.000	-.6573	.6319
	2	-.02133	.19993	1.000	-.5766	.5339
	4	-.05976	.23209	.999	-.7043	.5848
	5	.31867	.22822	.631	-.3151	.9525
4	1	.04706	.25323	1.000	-.6562	.7503
	2	.03843	.22413	1.000	-.5840	.6609
	3	.05976	.23209	.999	-.5848	.7043
	5	.37843	.24969	.555	-.3150	1.0719
5	1	-.33137	.24969	.675	-1.0248	.3621
	2	-.34000	.22012	.536	-.9513	.2713
	3	-.31867	.22822	.631	-.9525	.3151
	4	-.37843	.24969	.555	-1.0719	.3150

conflict management

Age	N	Subset for alpha = 0.05	
		1	
5	18	3.0333	
3	25	3.3520	
1	17	3.3647	
2	30	3.3733	
4	17	3.4118	
Sig.		.481	

a. Uses Harmonic Mean Sample Size = 20.281.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

CHAPTER- IV
FINDINGS & RECOMMENDATIONS &
SUMMARY

4.2 FINDINGS

This study titled “A study on conflict management and its impact on employee job satisfaction with reference to Reliance Trends, Thrissur” aim to understand and study the conflict management practices and job satisfaction of the employees.

The findings which have been received from the study are as follows:

- The majority of the employees are male which is about 53.3%, and female 46.7%.
- The majority of the employees are aged between 23-27 with 28%, then comes the age group of 28-32 with 23.4%, the employee aged 37+ is about 16.8%, the age group of 18-22 & 33-37 share the same 15.9%.
- The qualification of the employees represents that majority of the employees are 12th pass, 10th pass employees is about 35.5%, 8.4% diploma passed, 40.7% graduates & 0.9% post graduates.
- The designation of the employee represents that the majority are Sales associates with 76.6%, then comes the security officers with 10.3%, then the cashiers with 7.5%, Assistant store managers with 3.7% & store managers with 1.9%
- A significant portion of employees have more than 10 years of working experience (24.3%). Additionally, 23.4% have worked between 4 to 6 years, 21.5% between 1 to 3 years, and 20.6% have less than 1 year of experience. Employees with 6 to 10 years of experience constitute 10.3% of the workforce.
- The majority that is, 64.5% of respondents in the organization indicated that conflicts arise, while 35.5% reported that conflicts do not occur.

- The majority of conflicts in the organization are interpersonal, accounting for 59.9%. Intergroup conflicts constitute 18.9%, while intrapersonal conflicts make up 9.3%. Other types of conflicts represent 6.5%, and the remaining 5.6% are categorized as Intragroup conflicts.

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- The employee's states that arise of a conflict in the organisation is about 72.6% Very frequently, frequently & occasionally, and about 27.4 % state it as rarely and very rarely.
 - The employee's reaction to the conflicts arisen in the organisation are 33 reacted as Avoiding, 11 of them responded as argumentation, 10 of them responded as physical and verbal aggression, 28 reacted as Compromise, 25 reacted as Negotiation.
 - According to employee's point of view the company follows Compromising style responded by 44 respondents, avoiding style responded by 23 employee's, collaboration style responded by 22 employees, accommodation style responded by 5 employees.
 - The employee's perception towards organisations effectiveness in managing conflict is 53.2% felt effective, 28% felt Neutral, the rest 18.7% felt it to be ineffective.
 - The majority of 52.3% agrees to the statement that the employee and employer respect the decision of manager/supervisor during the conflict management, 20.9% felt it neutral, rest 17.7% disagrees.
 - Among 107 responses 54 of the respondents agrees that the appropriate parties are involved in conflict management forum between the employee and the employer, 27 responded it to be Neutral and the rest 26 disagrees to the statement.

- The majority of 51 respondents agrees that the manager seeks consensus with employees during conflict resolution, 31 felt it to be neutral and the rest 25 disagrees with the statement.
- Moreover 52 employees agrees that the employee and employer mutually respect the right of each other during conflict management, 31 responded neutrally, 24 disagree to the statement.
- To the statement that manager ensures employees are represented appropriately in case of conflict 51 agrees to the statement ,31 felt it neutral and the rest 25 disagrees.
- From the respondents 54.2% are willing to compromise in resolving conflict, 21.1% felt it neutral, the rest 24.3% are unwilling.
- Moreover 56 employees are satisfied with the transparency and fairness of the conflict resolution process in the organisation, 23 felt it to be neutral and the rest 28 employees are dissatisfied.
- The employee's response to the statement that all parties involved have an equal voice and fair treatment provided by the current conflict management system 52 employees agrees to the statement, 25 employees felt neutral and the rest 30 employees disagrees.
- Among the 107 responses 58 employees agrees that conflict management effect the job satisfaction, 29 felt it neutral or depends, 20 disagrees that the conflict management can affect the job satisfaction.
- Majority of the employees are confident in organisations ability to resolve conflict fairly for maintaining the employees job satisfaction, number of satisfied employees include 51, 36 felt neutral, the rest 20 are not confident.
- 58 employees are satisfied with their job, 25 employees felt average or neutral, 24 of the employees are dissatisfied.

- The employee's response towards the statement that the organisations effectiveness of conflict resolution within the team or department was such that 44 of them felt it effective, 39 felt Neutral, rest 25 of the employees felt it to be ineffective.
- The employee's comfortability in bringing up conflicts or concerns to the superior or manager was such that 49 of them were comfortable, 30 felt it neutral, 28 of them responded it to be uncomfortable.
- The analysis performed to find the relationship between conflict management and job satisfaction was found to moderate so it can be concluded that there is relation between conflict management and job satisfaction.
- In the analysis performed to find out whether there is any significant difference about conflict management and demographic factors the result obtained was that there is no significant difference about conflict management and demographic factors which include age and gender.

4.3 RECOMMENDATIONS

- The organisation should improve the conflict management system so that employees feel comfortable in bringing the concern to the management. There should be a proper communication channel between the employee and employer.

- Employees ability and confidents will grow if they participate in frequent training and workshops on planning tactics, problem solving techniques, and decision analysis. The company can also encourage a corporative atmosphere where staff members can get advice from seasoned mentors or team members, encouraging knowledge exchange and group problem solving.
- There should be a proper conflict management style that should be followed in the organisation so that the decision making should be easier in case of the conflict situations.
- There should be proper interpersonal relationship and activities encouraged by the organisation to build a positive environment and relation among the employees to maintain the employee's satisfaction in the job.

4.4 SUMMARY

This study was conducted to know about the conflict management practices in the organisation and its impact in the employee's job satisfaction. To study the perception of the employees towards the organisations conflict management practises. To figure out whether there is any relationship between the conflict management and will it

impact the job satisfaction. To figure out the significant difference in the conflict management and the demographic factors such as gender and age.

Employee work satisfaction is significantly impacted by conflict management, which is an essential component of organizational dynamics. It includes the procedures and methods used to recognize, handle, and settle disputes that occur at work. Examining how good conflict resolution enhances a productive workplace and promotes employee wellbeing is necessary to comprehend its influence on job satisfaction.

First and foremost, good conflict management fosters a peaceful work environment by swiftly and constructively resolving interpersonal conflicts, role ambiguities, and arguments over resources or objectives. Employees feel heard, respected, and appreciated when issues are handled well. In order to allow parties involved in the disagreement to freely voice their issues and points of view, clear communication is essential to this process. Organizations may help employees develop a culture of trust and cooperation by encouraging candid communication and understanding.

In the study it was found that there is relation between the conflict management practices in the organisation and the employees job satisfaction level. And there is no significant relation between the conflict management on the demographic factors.

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APPENDIX

QUESTIONNAIRE

1. Gender

Male Female Others

2. Age

18-22 23-27 28-32 32-37 37+

3. Qualification

10th 12th Diploma Graduate Post Graduate

4. Designation

- Store Manager
- Assistant Store manager
- Sales Associate
- Cashier
- Security Officer

5. Experience

- Less than 1 yrs
- 1-3 yrs
- 4-6 yrs
- 6-10 yrs
- More than 10yrs

6. Do conflict arise in the organisation?

Yes No

7. What kind of conflict do you face in the organisation?

- Interpersonal
- Intrapersonal
- Inter group
- Intragroup
- Other

8. How often does conflict arise in your workplace?

- Very Frequently
- Frequently
- Occasionally
- Rarely
- Very rarely

9. How do you react to conflicts in the organisation?

- Avoiding
- Argumentation
- Physical and verbal aggression
- Compromise
- Negotiation

10. Which conflict management style is adopted by the organisation in your view?

- Collaboration
- Compromise
- Competition
- Accommodation
- Avoidance

11. How effective does your organisation manage conflict?

- Very Effectively
- Effectively
- Neutral
- Ineffective
- Very Ineffectively

12. “Employer and employee respect the decision of the manager/supervisor during the conflict management” do you agree?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

13. “Appropriate parties are involved in conflict management forum between the employee and the employer” do you agree?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

14. “Managers always seeks consensus with employee during conflict resolution” do you agree?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

15. "Employee and employer respect the right of each other during the conflict" do you agree?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

16. "Management ensures employees are represented appropriately in case of conflict" do you agree?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

17. How willing are you to compromising to resolve a conflict?

- Extremely Willing
- Willing
- Neutral
- Unwilling
- Extremely Unwilling

18. How satisfied are you with the transparency and fairness of the conflict resolution process in your organisation?

- Highly Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Highly Dissatisfied

19. Do you feel that the current conflict management system allows for all parties involved to have an equal voice and fair treatment?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

20. "Conflict management effect you job satisfaction" do you agree?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

21. How confident are you in your organisations ability to resolve conflict fairly for maintaining the employees job satisfaction?

- Very Confident
- Confident
- Neutral
- Not Confident
- Not Confident at all

22. How much satisfied are you with your job overall?

- Highly Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Highly Dissatisfied

23. How effective do you feel conflicts are resolved within your team or department to improving the job satisfaction?

- Very Effective
- Effective
- Neutral
- Ineffective
- Very Ineffective

24. How confident do you feel bringing up conflict or concern to your superiors or managers?

- Very Comfortable
- Comfortable
- Neutral
- Uncomfortable
- Very Uncomfortable