Developing High Performance Work System in Retail Outlet

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ABSTRACT

Organizations these days are turning to develop systems which lead to high performance amongst employees. Researchers are taking keen interest in this area to find out factors of HR systems that motivates employees to perform well or high. This study attempts to find out factors that generates high performance work system. The employees of organization under study were Ahmedabad Central Mall. Retail industry of India is growing fast. There is lot of competition that is increasing in different sectors of Indian retail. There is increase in organized retail, FDI in Indian retail; internet shopping, etc. is leading to many reforms in the industry. Hence, it is important to find ways employers encourage high performance in employees. With the help of structured questionnaire, employees were surveyed on various dimensions of HR. Factor analysis was run to find out important components of high performance work systems. There were eight factors that were reduced with different components. Eight factors are named as HR systems, involvement in decision making and authority, random areas of HR, work and pay relation, superiors/ supervisors, training, different procedures, and areas of opportunities.

Keywords: High Performance Work System, Human Resource, Organizational Culture, Reward System, Retail Outlet, Factor Analysis

INTRODUCTION

Human resource management is changing in the organizations globally tremendously. Many companies are diverting towards development of high performance work culture. For this, most of the companies are focusing on their HR department to fetch high returns. There are different companies whose beliefs regarding high performance culture vary. A high performance work system (HPWS) was developed to study organization's architecture that combines various aspects of work mainly focused to enhance organization's financial and operational performance (Nadler and Gerstein, 1992). Organizations are trying to create performance culture to develop individual's contribution for organizations success (Fletcher and Williams, 1996). "A high performance work system can be termed as a culture in an organization that synergizes the line function and the staff functions with the optimum utilization of all resources by the human capital." In any organization the customers' behavior towards achievement of goal is individualistic and it varies lot. Hence, it is important for any organization to involve their human resource work towards organization goals. This shall happen through rewards on the performance of employees. So organizations' should have culture that promotes high performance work system by providing rewards to its employees. But, organizations' view over

high performance work culture also varies. Some do not acknowledge sustainability of performance overtime while, some focus on financial results only.

NEED OF HPWS: LITERATURE REVIEW

According to the Webster's dictionary, the definition of high performance culture is, the ideas, customs, skills, arts, etc. of a given people in a given period. It is a HR practice for promoting employee skills, commitment and productivity to develop competitive advantage of organization over their competitors (Guthrie, *et al.*, 2005).

The organizational culture differs from company to company. Moreover, social anthropologists are now as fascinated by corporate cultures. This indicates the important role of corporate culture which is why many researchers have found a positive relationship between the corporate culture and performance. The organizations' main goal is to increase profitability…One of the best places to start improvements is with an examination of the organization's work culture…The strongest component of the work culture is the beliefs and attitudes of the employees. It is the people who make up the culture (Stewart, *et al.*, 2007). Moreover, if the cultural belief system contains positive approaches, such as, "*Winners are rewarded here*" or, "*People reallycare if you do a good job in this outfit,*" that also will be reflected in the organization's performance. Organizational culture affects people associated with it. Those norms are almost invisible, but if we would like to improve performance and profitability, norms are one of the first places to look. Although many studies have found that different companies in different countries tend to emphasize on different objectives, the literature suggests financial profitability and growth to be the most common measures of organizational performance.

If the organization wants to enhance performance of the employees and increase profitability, it is best to initiate positive changes in the organization through checking the organizational culture. This can be done by employee's attitude, belief and value towards the organization. These are influenced by the norms of organization which impacts the people working with them. It constitutes of work processes design, HRM practice, management processes as well as technical support (Mehta & Chugan, 2015; Bohlander & Snell, 2007). These norms are invisible but they do impact performance and profitability (Steward, *et al.*, 2007). Organizational work culture is important factor which leads to for high performance (Gallagher, *et al.*, 2008). Not only organizational work culture but also organizational structure impacts the performance of it. Cohesive culture and innovation within the organization also leads to high performance. Though the relationship of innovation and high performance is not fix (Bowen, *et al.*, 2009). Not all firms have similar inputs that are allotted to innovation within it. If the resources with the organization are enough but are not able to meet innovation offering, the resources are wasted and the performance is hindered (Rosenbusch, *et al.*, 2010).

Two firms one which high performance and other performing low can be differentiated from each other on the grounds of the culture traits adopted by it. If the value and culture that the organization has adopted are strong, than organizational performance will also become strong (Deal & Kennedy, 1982). The argument to this by other researchers is instead of moving towards strong culture an organization must try to lessen the gap between

employees' preferred organizational culture practice and their perception of the organizational practices…The empirical evidence also suggests that impact of organizational performance using organizational cultural practices is still limited which forms a base for more research in the area of organizational culture-performance (Wilderom & Berg, 2004). All the employees of the organization are backbone of it in all processes may it be operations or management. They should be knowledgeable so that they can give important contribution to achieve organizational objective to make impact on all the stakeholders of it. The firm's performance is a function of the employee or workforce attributes right from the time of recruitment till he leaves the organization. A close association with each employee is made for converting his or her knowledge, skills and attitudes for the organizational requirement.

Compensation or incentive based on performance and skills form an important part of HPWS that are transparent and fair and encourage employees to contribute optimally. It is also influences employees positively on employee satisfaction and the loyal feeling. Further the compensation should be competitive in the market, so as to motivate employees to encourage willing participation in the firm's success. HPWS then needs an understanding of the employees for personal growth in terms of regular training on quality improvement and empowering them with higher skills. Encouraging cohesive team working and fostering cooperation amongst employees has been a vital requirement for quality conscious productivity. HPWS also envisages habituating high employee involvement, by keeping employees informed of key changes in the organization and taking inputs on organizational functioning regularly.

HPWS also advocates attractive and competitive compensation and performance related pay structure, with effective conflict management and problem solving mechanism. In such profitability oriented world which has become competitive HPWS will revolutionize organizations. To do this the main need of industry is develop high performance work system as a culture among all employees.

HIGH PERFORMANCE WORK SYSTEMS (HPWS) AND ITS IMPORTANCE

HPWS is defined as various human resource practices, work structures and processes when combined, maximizes employees' skills, commitment and flexibility (Belcourt, *et al.* 2008). Primary role of HPWS is to develop synergies between information, technology, people and work (Hanna, 1988, Nadler & Tushman, 1988). This synergy is important as organization's design is made up of its technologies, processes, and structures and also these areas having synergies with external environment (Huber and Glick, 1993). To develop individual's skills, competency and commitment for working towards an objective of organization that supports and encourages its achievement is known as high performance work system (Armstrong, 2006). Organizational performance is its ability goals and objectives by utilizing the resources available in an effective and efficient manner (Daft, 2000). The primary principle of high performance work systems are shared information, knowledge development, performance-reward linkage and egalitarianism.

Information should be shared with the employees about business performance, plans and strategies so that they can also provide good suggestions, contribute and cooperate in

reformation of organization. An employee of organization where high performance work system is introduced requires more skills of all the type like basic, technical, occupational, leadership and social, along with this knowledge is also required in a wider front (Applebaum, 2002). It is argued that performance could include result oriented behavior and relative measures, education and training, concepts and instruments, including management development and leadership training, which are necessary in skill and attitude development of performance management (Richardo and Wade, 2001). The main purpose of this is to establish high performance culture in which all the employees are committed towards organizational and individual development both (Armstrong, 2006). Work culture over here means are certain values, objective and rules and regulations that employees in the organization follow which controls the way people interact internally and externally (Hill and Jones, 2001). It is 'a set of mental assumptions that guide interpretation and action in organizations by defining appropriate behavior in various situations' (Ravasi and Schultz, 2006). Reforming the work culture to bring performance in employees needs reshaping behavior of people and stakeholders of organization. Performance is when organization satisfies expectations of owners, employees and customers. It can be measured by profitability, employee's satisfaction employee retention strategy implemented by organization and customers' satisfaction. The factors which impacts organizational performance are leadership style and environment, organizational culture, job design, model of motive and human resource policies (Chien, 2004). Also flexible job specification or multi skilled training is required so that employees can be trained and task can be performed with ease. To motivate employees for these several appraisal system are also incorporated in the organizations. Organizations now focus on 360° appraisal, learning resources and management system, bonuses, personal development schemes (Leopold, *et al.*, 2005).

By use of high performance work system, employee involvement in organizations' work increases which leads to higher profitability and greater support to management action (Gennard and Judge, 2006). It also enhances positive trust and relationship between organization and employees (Pfeffer, 1998).

RETAIL IN INDIA

Retail has caught lot of attention in the past one decade. Retail has been one of the growth areas in the global economy. It has witnessed a high growth rate in the developed countries, while for the emerging countries it is on exponential growth. India is the one of most attractive retail destination globally from among thirty emergent markets. The changing economic scenario of the country has made people to increase their purchasing power. Hence, in terms of purchasing power parity (PPP), India is ranked 4th largest economy after USA, China and Japan. India is basically a young country with large youth population. 'In the coming years, about 70 per cent of the world's growth is likely to come from emerging markets, from 40 per cent contribution from China and India, alone. These forecasts and industry prospects suggest that emerging markets are likely to gain investors interest in the future' (KPMG, 2014). Hence, it is conducive environment for growth of this sector. Indian retail market is expected to grow with the compounded annual growth rate of 12–13% by 2018–19 which would be worth INR55 trillion (KPMG, 2014). The Indian retail industry is

divided into organized and unorganized sectors. One of the major contributors is the modernized retail format that is, "The Shopping Mall- the one stop destination". In India, retail industry contributes 10% of the GDP and 8% of the employment (IBEF, 2014). The Indian retail market is estimated at US$ 520 billion (E&Y-Rai, 2014). But organized retail is estimated at only US$ 8 billion. There are over 14 million outlets operate in the country out of which only 4 per cent are larger than 500 sq. ft. in size…There are around 11 retail outlets in India for every 1000 people which are mainly family owned business with requirement of modernization (KPMG, 2014). Organized retail, which constitutes of 10% of total retail market, will continue to grow much faster such that will reach at the growth of 20% by 2020 (E&Y-Rai, 2014).

India stands on 20th rank in Global Retail Development Index (Kearney, 2014). It has slipped by nine ranks from the last year. Contribution of modern retail is maximum 10%, in fashion and clothing segment it is 33% of the total retail sector. Annual rise in the demand of the readymade and western outfits is growing at 40-45% (CCI, 2014). Apparel and home furnishing category are two fastest growing categories in Indian retail since twelve years (ASSOCHAM, 2014). With the penetration of FDI retail industry in India is expected to grow by 15 to 20 per cent in next five years (Kearney, 2012). The FDI inflows in single-brand retail trading during the period April 2000-July 2014 are found to be Rs 842.53 crore (US$ 137.70 million) in a report (IBEF, 2014). Due to increased FDI in retail, Indian consumers will be most benefitted as they will get lifestyle products and experience of international standard (Chugan and Mehta, 2014). There are almost one million small and large online retailers...These retailers now also sell their products through mobile applications like Flipkart, Amazon, Myntra, Jabong, Snapdeal, etc (IBEF, 2014). In the latest research it is found that online shopping may increase by 350 per cent...As a result of which footfalls in shopping malls will tumble in city by 48.2 per cent (TOI, 2014).

OBJECTIVE OF THE STUDY

To study and develop performance based work system (HPWS) in retail outlet of Ahmedabad.

To find out factors that cultivates high performance work systems in retail outlet of Ahmedabad.

METHODOLOGY

The research methodology applied is both exploratory and descriptive in nature. As part of exploratory research, the HR manager of the store was interviewed to find out dimensions that lead to high performance work system. From literature review and after interviewing HR manager a structured questionnaire was developed that was used for descriptive research. The study was conducted to find out high performance work systems amongst the employees of one of the fashion retail outlet of Ahmedabad city. The sampling technique used for study is convenience as all employees of the retail outlet were respondents for this study. Hence, the sample size was 97 employees of store.

ANALYSIS AND FINDINGS

Analysis of the data was done using SPSS. From validity and reliability test of questionnaire it is found that all 97 cases are reliable and the cronbach's alpha is 0.961. Hence, the questionnaire is dictated highly reliable. Having tested the validity and reliability of the proven results of the questionnaire is valid and reliable performance. To find out major factors that leads to high performance work systems amongst employees, factor analysis was carried out.

TABLE 1: CASE PROCESSING SUMMARY

		N	%
Cases	Valid	97	100.0
	Excluded[a]	0	.0
	Total	97	100.0

TABLE 2: RELIABILITY STATISTICS

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.961	.951	56

The Kaiser-Meyer-Olkin measure of sampling adequacy and Bartlett's test of sphericity (KMO and Bartlett's) 0.865 and 0.0 respectively. Since, the value 0.865 is close to 1 show that pattern of correlation are relatively compact and so factor analysis should give definite factors.

TABLE 3: KMO AND BARTLETT'S TEST

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.865
Bartlett's Test of Sphericity	Approx. Chi-Square	3384.018
	Df	946
	Sig.	.000

Total variance explained lists out Eigen values associated with each linear component before extraction, after extraction and after rotation. SPSS also displays the Eigen value in terms of percentage of variance explained. Hence, 45.09 per cent of total variance is explained by factor 1, which show that first few factors explains relatively large amount of variance and rest of the factors explains lesser amount of variance. Factors extracted with Eigen value greater than 1 gives us eight factors. Values of the factors in extraction sums of squared loadings are the same except for the once discarded. In rotation sums of squared loadings are factors displayed are after rotation.

TABLE 4: TOTAL VARIANCE EXPLAINED

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	19.841	45.094	45.094	19.841	45.094	45.094	5.411	12.298	12.298
2	2.448	5.563	50.657	2.448	5.563	50.657	5.264	11.964	24.262
3	1.806	4.104	54.761	1.806	4.104	54.761	4.974	11.305	35.567
4	1.595	3.624	58.385	1.595	3.624	58.385	4.262	9.686	45.253

Table 4 (Contd.)…

…Table 4 (Contd.)

5	1.535	3.489	61.874	1.535	3.489	61.874	3.322	7.549	52.802
6	1.427	3.242	65.116	1.427	3.242	65.116	3.213	7.301	60.103
7	1.385	3.148	68.265	1.385	3.148	68.265	2.767	6.289	66.392
8	1.203	2.734	70.999	1.203	2.734	70.999	2.027	4.607	70.999
9	.999	2.270	73.269						

Rotated component matrix is a factor loading matrix for each variable onto each factor. Orthogonal rotation such as varimax is used for extracting the factors. Eight factors are extracted as shown in Table 4 and most important factor in each variable is highlighted in each row as shown in Table 5. After those variables are to be located that loads onto the common factor and try to identify a theme for it. Variables in each factor having common theme are grouped together and have been named accordingly.

TABLE 5: ROTATED COMPONENT MATRIX

Variables	Component							
	1	2	3	4	5	6	7	8
In my opinion procedures used to determine training and development opportunities in this organization are fair	.047	.134	.154	.095	.007	**.719**	-.014	.169
I am provided with sufficient opportunities for training and development	.084	.225	**.595**	.078	-.005	.347	.001	.018
My supervisor provides me with timely feedback about training/development decisions and its implications	.254	.439	**.529**	.037	.103	.176	-.108	.178
I was treated honestly, openly and with respect during discussions about training opportunities	.204	.142	.326	.243	.305	**.550**	.021	.180
Given my performance, opportunities for training offered are fair	.224	.055	.133	.062	.145	.231	.022	**.717**
In my opinion, outcomes from employee involvement and teamwork (e.g. team based pay, group based recognition) are fair	.134	.164	.265	.023	.004	**.657**	.415	.041
In my opinion, procedures used to ensure employee involvement in decision- making are fair	.280	**.503**	.306	.342	.112	.058	.122	.212
My supervisor treats people with honesty, respect and dignity during team briefings or any other employee involvement meetings	.257	**.670**	.226	.263	.105	.150	.159	-.074
Employees are provided with opportunities to identify quality and cost problems.	.103	.517	.185	.032	-.095	-.120	.327	**.527**
Employee involvement schemes (such as teams and quality circles) are systems that provide opportunities to appeal or challenge decisions.	.081	**.577**	.065	.361	.281	.324	.080	.335
I am provided with reasonable opportunities to express new ideas, concerns or get involved in decision making	.273	.369	.074	.309	.441	.084	.108	**.460**
My ideas are considered important for benefit/growth of the company	.150	**.601**	.046	.214	.340	.393	.132	.137
I have sufficient authority to make decisions that are necessary to fulfill my job responsibilities.	.036	**.679**	.072	.137	.275	.277	.240	-.006
I have enough freedom over how I do my job	.271	**.671**	.387	.170	.004	.080	.065	.195

Table 5 (Contd.)…

…Table 5 (Contd.)

In my opinion, procedures used to evaluate my performance are fair	.299	.286	.099	.194	.190	.209	**.711**	.015
My supervisor gives me the opportunity to express my views and feelings during my performance evaluation	.362	.351	.351	.214	.333	**.364**	.254	-.019
My supervisor treats me with honesty, respect and dignity during my performance Appraisal	.335	**.486**	.378	.089	.255	.275	.079	.020
My supervisor lets me know my appraisal outcomes and provides justification	.191	.438	**.527**	.011	.467	-.002	-.051	.162
My most recent performance evaluation was justified given my performance	.349	**.498**	.406	.143	.317	.238	.041	-.249
Any extra effort which is made as a part of employee involvement is always acknowledged well in performance management	**.493**	.304	.234	.097	.307	.427	.091	-.209
In my opinion procedures used to determine pay and salary increases are fair	.242	.077	.185	.422	.413	.092	**.550**	.197
The pay plan in this company is administered fairly	.410	.328	.089	**.522**	.124	.136	.399	.100
My supervisor gives me the opportunity to express my views and feelings on pay setting issues and pay decisions	.233	.391	.258	.270	**.543**	-.121	.367	.103
My supervisor treated with me respect and dignity during pay determination	.306	.413	.145	.087	**.458**	.001	.439	.048
My supervisor explained procedures clearly and provided useful feedback on the decision	**.498**	.332	.331	.208	.028	.229	.288	.039
For the extra efforts put as part of employee engagement I was always paid for it	.262	.140	.148	**.677**	.145	.242	.071	.215
There is a strong link between how well I perform my job and the likelihood of my receiving recognition and praise.	.429	.012	.036	**.571**	.207	.180	.219	.381
There is a strong link between how well I perform my job and the likelihood of my receiving high performance appraisal ratings.	**.557**	.353	.046	.313	.006	-.191	.243	.216
Pay increases are based on group performance rather than personal performance.	**.583**	.295	.095	.499	.137	.098	-.074	.035
Disputes are always resolved fairly and impartially	**.594**	.262	.104	.261	-.098	.153	.271	.243
Management has made an explicit commitment to employees to avoid layoffs/redundancies, except in extreme circumstances.	**.722**	.026	.253	.086	.198	.017	.262	.228
Employees are led to expect long-term employment in this organization.	**.747**	.199	.231	.273	.229	.072	-.015	.049
I have a sense of job security working in this company.	**.757**	.170	.130	.132	.218	.254	.156	.092
My efforts put for job are beyond the requirement	.211	.273	.278	**.707**	.141	.127	.164	-.084
My job requires hard work	.032	.089	.290	**.528**	.428	.360	.242	-.051
There is pressure from my superiors in my job	.194	.194	.144	.132	**.738**	.193	.087	.082
I feel under pressure from my colleagues and work mates in my job	.179	.240	.389	.301	.243	**.450**	.064	-.114
Work beyond working hours creates pressure and worries for me	.068	.138	**.608**	.398	.260	.000	.263	.180
I never feel there is enough time to finish my work	.047	.164	**.741**	.225	.087	.175	.166	.050

Table 5 (Contd.)…

…Table 5 (Contd.)

I intend to keep working at this organization for few more years	.237	.312	.396	**.640**	-.048	-.049	.081	-.037
Overall, I would rate my satisfaction with my current job as high.	.307	.109	**.493**	.317	.216	.015	.344	.106
I am happy with my coworkers	.348	.036	**.667**	.101	.211	.291	.047	-.003
My superiors are good and supportive	**.451**	.066	.393	.185	.418	.127	.184	.201
Management delivers on its promises.	.177	.114	**.577**	.181	.025	.175	.488	.186

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization

After identifying theme for individual factor, factor one comprising of "Any extra effort which is made as a part of employee involvement is always acknowledged well in performance management", "My supervisor explained procedures clearly and provided useful feedback on the decision", "There is a strong link between how well I perform my job and the likelihood of my receiving high performance appraisal ratings", "Pay increases are based on group performance rather than personal performance", "Disputes are always resolved fairly and impartially", "Management has made an explicit commitment to employees to avoid layoffs/redundancies, except in extreme circumstances", "Employees are led to expect long-term employment in this organization", "I have a sense of job security working in this company" and "My superiors are good and supportive". Hence, this factor is named as HR systems. Variables reduced in first factor are most reliable. Therefore, employers must take care that employees are satisfied on these factors.

Factor two is named as Involvement in decision making and Authority, which consists of variable like "In my opinion, procedures used to ensure employee involvement in decision-making are fair", "My supervisor treats people with honesty, respect and dignity during team briefings or any other employee involvement meetings", "Employee involvement schemes (such as teams and quality circles) are systems that provide opportunities to appeal or challenge decisions", "My ideas are considered important for benefit/growth of the company", "I have sufficient authority to make decisions that are necessary to fulfill my job responsibilities", "I have enough freedom over how I do my job", "My supervisor treats me with honesty, respect and dignity during my performance Appraisal", "My most recent performance evaluation was justified given my performance".

Factor three is named as randomness because there are no fixed set of variable pertaining of particular HR practice. The variables in this factors being "I am provided with sufficient opportunities for training and development", "My supervisor provides me with timely feedback about training/ development decisions and its implications", "My supervisor lets me know my appraisal outcomes and provides justification", "Work beyond working hours creates pressure and worries for me", "I never feel there is enough time to finish my work", "Overall, I would rate my satisfaction with my current job as high", "I am happy with my coworkers", "Management delivers on its promises".

Fourth factor is work and pay with the variable "The pay plan in this company is administered fairly", "For the extra efforts put as part of employee engagement I was always paid for it", "There is a strong link between how well I perform my job and the likelihood of my receiving recognition and praise", "My efforts put for job are beyond the requirement",

"My job requires hard work", "I intend to keep working at this organization for few more years".

Talking about supervisors and superiors the fifth factors is named as hello superiors with variables, "My supervisor gives me the opportunity to express my views and feelings on pay setting issues and pay decisions", "My supervisor treated with me respect and dignity during pay determination", and "There is pressure from my superiors in my job".

Sixth factor named as training draining with variables, "In my opinion procedures used to determine training and development opportunities in this organization are fair", "I was treated honestly, openly and with respect during discussions about training opportunities", "In my opinion, outcomes from employee involvement and teamwork (e.g. team based pay, group based recognition) are fair", "My supervisor gives me the opportunity to express my views and feelings during my performance evaluation", and "I feel under pressure from my colleagues and work mates in my job".

Seventh factor is named as powerful procedures with factors, "In my opinion, procedures used to evaluate my performance are fair", and "In my opinion procedures used to determine pay and salary increases are fair".

Last but not the least eight factor is named as optimistic opportunities with variables, "Given my performance, opportunities for training offered are fair", "Employees are provided with opportunities to identify quality and cost problems", and "I am provided with reasonable opportunities to express new ideas, concerns or get involved in decision making.

CONCLUSION

High performance work system has revolutionized organizations across the world in direction of high profitability and competitiveness. Understanding it and implementing in the organization is not only necessary to sustain in this competitive world but it is a need of the hour for create unique positioning of organization. Top Management and Strategic Human Resource Management play a pivotal role in implementing HPWS in organization. If organization wants to grow in this fiercely competitive world globally, it is necessary for them to inculcate free culture in terms of work. In study reveals that few factors employees considers most important this leads to high performance in work. If employees are satisfied with these factors it will lead to high performance in them. May it be job performance and appraisal, job security, pay system, decision making and authority, and superiors or supervisors behavior with employees. Contended with these factors, employees tend to perform high in work.

Employees should be made part of every activity that happens in organization and treated equally. They should be informed with all updates related to company, problems of company and future planning. They should be allowed to decide plan of their strategy to reach destination. But, if fruits are not attached with this plan, destination shall never be reached in totality. True competitive advantage shall be obtained through shared values, unique working culture and information sharing. Organizations must appreciate the value that employees bring and encourage experiment within their roles rather than restricting them.

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Note: This paper is a modified version of the authors' earlier exploratory paper titled "Developing High Performance Work System for Visual Merchandising in Retail Outlets", which was presented at NICOM 2015, organized by Institute of Management, Nirma University (IMNU), Ahmedabad during Jan. 2015. Therefore, some of the data, literature review and references included in this paper have been taken from the authors' earlier paper for which the permission has been taken from the Nirma University. Based on the suggestions received from the participants of the conference, the empirical work has been attempted and the statistical techniques have been applied in this modified paper. Findings justify the conclusion drawn in the earlier study.

The modified empirical paper was presented at the 19th Nirma International Conference on Management (NICOM 2016) on the theme of "Empowering Trade, Industry and Society in Challenging and Competitive Environment" organized by the IMNU, during Jan. 7-9, 2016. Paper is uploaded with the permission of IMNU and its contents may be cited with its source for academic purpose such as the brief quotations embodied in critical reviews and certain other non-commercial uses as permitted by copyright law. However, the copyright of this paper remains with IMNU and its permission is necessary for any commercial use.