

## Factors Affecting the Performance of a Visual Merchandiser in Department Store

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### ABSTRACT

Retail industry is one of the world's largest industries standing at \$9 trillion US dollars. Even the developing countries are trying to make rapid strides in this industry where Indian retailing exhibits considerable variety in departmental, convenient, specialty stores and other formats backed by visual merchandising and variety of promotions. Now-a-days, sales promotion is one of the most important techniques that enhance the customer's buying behavior focusing on the timely execution of all the collaterals. This research is the study of factors affecting the performance of a visual merchandiser in departmental stores of Delhi-NCR region that prompts delay in execution of the on-going promotions considering ethical practices. Exploratory research highlighting all the factors responsible are considered in the questionnaire survey and circulated to all the visual merchandisers of Big Bazaar stores (Delhi-NCR). The results indicate that the major occurrence in delay prompts because of coordination in departments, vendors and staff, due to lack of communication and delayed responses. It is recommended to change the vendors of East-Delhi zone as major delay happens in that region which has its consequences on execution of artwork and significant raise in pay or incentives to be offered to visual merchandisers for encouragement as per the norms of organization.

**Keywords:** Visual Merchandising, Factors Affecting Performance, Ethical Sustainability in a Large Format Store.

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### INTRODUCTION

Organizations are a combination of different functional parts, where, departments or teams can be a part. If not all but most organizational departments are linked to each other, sometimes there could be little dependency or too much. Visual merchandising is the backbone of retail industry. Retail stores rely on store visual merchandisers for creative displays of on-going or up-coming promotions and similarly visual merchandisers are dependent on;

- i) seniors for creative inputs and approvals of purchase order and contact sheet,
- ii) department manager for communication allocation and product display,
- iii) vendors for delivery of artwork on time,
- iv) store manager for budget approvals etc.

This dependency can be coordinated between the departments which results in accomplishing future goals of the organization. Mostly, inter departmental relations between organizations are changing these days and this may call for finding out the reasons why and some relevant questions might arise- Is the state of inter-departmental coordination smooth? If lack of communication or coordination, what factors explain the paucity? Are employees satisfied with the appraisals and incentives?

In Future Retail, Big Bazaar, the job of Visual Merchandiser is dependent on such interrelation in organization. Despite Visual Merchandiser performing tasks on their own, no department found in the big bazaar can work independently. They always interact with other departments, for an example, graphic design team set an artwork and send it to visual merchandising team to adapt and execute in the same way operations team coordinate with warehouse and inventory, where coordination and communication needs to be extra strong and taken care of at every step to avoid procrastination in execution of certain promotion.

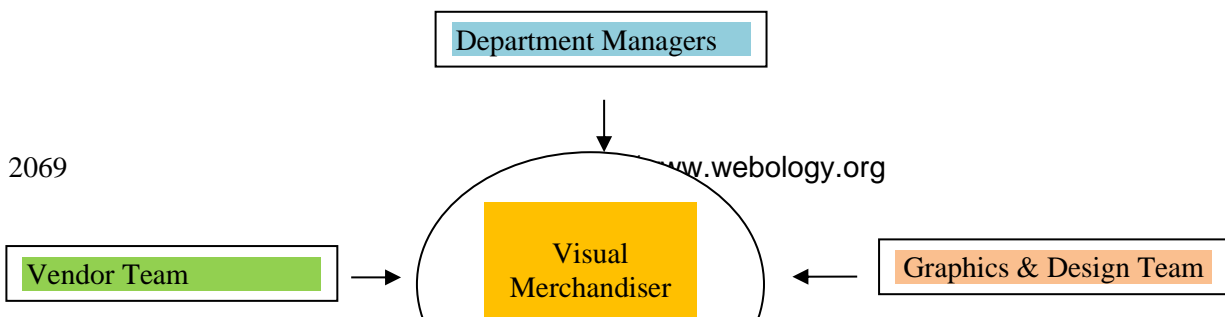
### STATEMENT OF THE PROBLEM:

According to retail theory, visual merchandising department is the backbone of retail industry. Several organizations have a separate department and team to carry out visual merchandising activities and planning. In Future Retail, Big Bazaar stores needs planning of execution of promotion in stores and for that, visual merchandisers coordinate with all the departments affecting the performance, delay or lack of coordination from these departments' leads to procrastination in execution which in turn questions the ethical practices of an organization.

### EXISTING SCENARIO:

Customers being a priority in retail sector are always comforted with number of ways for which retailers have executed each way possible, be it providing discounts or various offers, on which future retail; big bazaar has come up with an outstanding effort of comforting customers with lucrative offers. To meet the expectations the concept is to introduce promotions like, 'Sabse sate 6 din', 'exchange mela' etc. which are major otherwise small promotions like 'Wednesday bazaar' are usually running, that explains about how frequently big bazaar promotes the offers. In Big Bazaar, Collateral Planning plays a very important role without which a VM might not be able to present the best of creation and may lack in some areas for which they are encouraged to plan beforehand and share it with regional VM and execute as soon as possible because procedure is quite long.

It is necessary to look out for factors that are affecting the VM of the company especially teams like, administration, accounting, departments of men's, women's, kids fashion has a major role to play alongwith design department and graphics team. In Big Bazaar, Future Group at a time various promotions are up on usual and for each it is necessary that a customer is aware about all the promos which will in turn increase the sales and knowledge of customers and they'll feel more connected with the concept of the brand. Hence, any delay by the side of team involved in putting the promo up is unacceptable.



At Big Bazaar, synchronized working of departments is quite necessary to meet the objectives and company goals. Poor coordination causes delays in execution, excess pressure on visual merchandisers, last minute visual changes in promotional artwork, conflicts among department managers and VMs, thus affecting the performance of visual merchandiser which could be a reason for promotion artworks delay. Apart from this, lack of vendor coordination is also affecting the working of the organization.

#### **SIGNIFICANCE OF THE STUDY:**

The findings of this study are redounding to figure out the factors that are affecting the performance of a VM in terms of execution. Moreover, the study is provided with a precise understanding if the reason of worry for VM team and vendor is worth or a new action plan that is needed in such a scenario in terms of solutions for which Primary Data and Secondary Data was required.

Primary Data- For obtaining primary data surveys and interviews was conducted to need the assistance of seniors for guiding the direction.

Secondary Data- This data was collected from reliable websites about what is the current scenario in retail industry and Future Retail historical data.

#### **RESEARCH OBJECTIVE:**

To explore and identify the factors affecting performance of visual merchandiser.

#### **RESEARCH SUB OBJECTIVES:**

1. To find out the factors affecting the performance of a visual merchandiser due to which delay in execution is faced in departmental stores.
2. To examine all the factors that may lead to better planning of VM collaterals at Big Bazaar, Future Retail.
3. The impact of incentives and appraisal on the performance of an employee.

#### **SCOPE OF STUDY:**

In every organization, departments rely on each other to get maximum output which is beneficial for both departments and in turn organization. The efforts made by these departments gauge the success of the organizational objective. In order to find out the factors that were affecting the visual merchandiser a direct interaction was involved with the store managers, department managers, store sales staff, graphic designers, vendors and visual merchandisers were interviewed. It was considered to the best of organization's benefits to get the appropriate information that is accurate and reliable to examine the factors that affect the department coordination of the organization which in turn is affecting the performance of a visual merchandiser because for every promotional display, VM indeed plays an important and unavoidable role.

#### **UNIT OF ANALYSIS:**

The present study is based on both a qualitative and quantitative research and the unit of analysis is Visual Merchandising department of Big Bazaar, Future Retail Ltd.

#### **LITERATURE REVIEW:**

This gives the relevant literature that primarily seeks to provide solutions for the research objectives. This information will also be a base for primary data. The literature study is based on the questionnaire and interview conducted.

Law 2012, states that, in order to provide a strong foundation for controlling inter-departments and improve delay in execution of promotional communication in retail stores, a theoretical lens is necessary, which shall offer insights into how coordination is performed. Project execution occurs in dynamic situations that consist of complex interactions among heterogeneous entities. Robinson et al, 2000: 215 states that the coordination mechanism may either be chosen based on the capacities, legitimacy, and expertise of those whose functions are subject to coordinate or are pre-designed and imposed.

A set of coordination mechanisms including mutual adjustment and direct supervision, as well as four kinds of standardization: work processes, outputs, norms, and skills- Mintzberg.

#### **DELAY IN EXECUTION:**

Delay in promotional execution or procrastination of work when there's enormous pressure to meet corporate goals in terms of expansion. And, complexities associated with multiple store openings managed at the same time, throughout the world, results in potential revenue loss.

#### **CO-ORDINATION:**

Co-ordination is the synchronization of the group members' efforts to provide unity of action in the pursuit of common goals. According to Mooney and Reelay, "Co-ordination is orderly arrangement of group efforts to provide unity of action in the pursuit of common goals". Charles Worth also stated that the co-ordination is the integration of several parts into an orderly hole to achieve the purpose of understanding.

#### **INTER-DEPARTMENT RELIABILITY:**

According to Galbraith (1971) has pointed out two things which are crucial for an “effective coordination” among members of inter-organizational working groups: “authority” and “information”. Inter department reliability is essential because for smooth functioning and proper in-lay of promotional pointers discussed to be executed in the store are mandatory. A visual merchandiser alone cannot be there everywhere in store at a particular point but guidance is considered necessary at the same time and to see that happening departments have to provide dedicated help in terms of better coordination or communication or more working hands.

### **RESEARCH METHODOLOGY:**

#### **PURPOSE STATEMENT:**

The main purpose of this section is to define the objective and lay down the passage. The data collection methods used is explained in detail in this section.

#### **RESEARCH DESIGN:**

Exploratory research is used. Here the researcher gains an idea to understand more about a certain cause of the topic. It is opted principally to acquire an understanding of something in depth. It is far more flexible and dynamic than descriptive research and provides the greater understanding of the topic. The data accumulated includes both qualitative and quantitative responses and so the researcher needs a research design.

Data Collection Tool: The data collection tool used is Secondary Research and Primary Research. The information is referenced from online papers, online books, online journals, dissertations and various case studies. Secondary data is data that already exists. It involves the study of online sources of data. Primary research is factual, firsthand accounts of the study done by the researcher. It is collected specifically to address the problem in question. It is used here in the research to validate the secondary research. The sources of the information are authentic.

#### **DATA COLLECTION TOOLS:**

Questionnaire- It should always have a definite purpose that is related to the objectives of the research, and it needs to be clear from the outset how the findings will be used.

Sample Size: The sample size used in this research is 50.

Sample Frame: It consisted of visual merchandisers of all the stores in Delhi NCR.

#### **SAMPLING TECHNIQUE:**

Technique used is non – random judgmental sampling.

#### **DATA COLLECTION TECHNIQUES:**

**Dichotomous** – It could be Yes/No, True/False or Agree/Disagree.

**Likert Scale**– It is a psychometric scale commonly involved in research that employs questionnaires. The respondents specify their level of agreement or disagreement on a symmetric agree-disagree scale for a series of statements.

#### **DATA ANALYSIS TECHNIQUES:**

Co-relation- Correlation is a statistical technique that can show whether and how strongly pairs of variables are related. Example: Experience of employees working in Futuregroup Big Bazaar stores in relation with how easily are they able to plan the execution of an urgent promotion.

Factor Analysis- It is a technique that requires a large sample size. Advice regarding sample size: 50 cases is very poor, 100 is poor, 200 is fair, 300 is good, 500 is very good, and 1000 or more is excellent given by Tabachnick and Fidell (2001, page 588) cite Comrey and Lee's (1992). As a rule of thumb, a bare minimum of 10 observations per variable is necessary to avoid computational difficulties.

Regression- It includes many techniques for modeling and analyzing several variables, when the focus is on the relationship between a dependent variable and one or more independent variables mentioned by the researchers.

### **SCOPE OF THE STUDY:**

For task completion the departments are related to each other and this interrelationship is developed on the necessity of having dependency on each other to get things done. The organizational success depends on the proper functioning of departments and timely execution of all the collaterals inside a store.

### **RELIABILITY OF THE DATA:**

King et al., 1994: 25 states that the reliability refers to the consistency of data over time. It indicates that similar result is produce when similar procedures are applied in the same way. The primary data for this study was collected from visual merchandisers working in Big Bazaar stores as they were the only reliable source for finding out the factors affecting their execution of an urgent promotion. Secondary data got collected from journals and historical data of the organization.

As delay in execution is a major reason to look into, so the factors affecting are taken into consideration while preparing questionnaire and personal interviews. Findings of such factors would certainly solve the existing problem in the organization.

### **INTERPRETATION AND RESULTS:**

Following analysis have been made to find out the underlying factors:

#### **FACTOR-01. Ease in planning**

Does work experience affects the urgent execution planning of a promotion- Yes, as significance level is less than 0.05.

### ***TABLE-1.***

	Q-1. Please record your work-ex with futuregroup	Q-3. How easily are you able to plan an execution of an urgent promotion
Q-1. Please record your work-ex with futuregroup	Pearson Correlation Sig. (2-tailed) N	1 -.567** .000 50 50
Q-3. How easily are you able to plan an execution of an urgent promotion	Pearson Correlation Sig. (2-tailed) N	1 -.567** .000 50 50

- Correlation has been performed in this research
- Significance outcome .000
- The significance level less than 0.05 clearly means that the work experience of a visual merchandiser depicts the ease at which planning of an urgent promotion would be done.
- Significantly relatable to each other

Supporting to which Mr. Umesh Satija (Head Graphic Designer) added, “We can surely surpass any challenge if we have decent work or task related experience to plan out such ordeals on schedule”

This implies that greater the work experience is easier for a visual merchandiser to plan an execution of an urgent promotion.

**FACTOR-02. Understanding Artworks**

Does work experience affects the knowledge of artwork of a store VM- Yes, as significance level is less than 0.05.

**TABLE-2.**

**Correlations**

		Q-11. Misunderstanding in knowledge about artwork happens
Q-1. Please record your work-ex with futuregroup	Pearson Correlation Sig. (2-tailed) N	1 .484** .000 50
Q-11. Misunderstanding in knowledge about artwork happens	Pearson Correlation Sig. (2-tailed) N	.484** .000 50

- Correlation has been performed in this research
- Significance outcome .000
- The significance level less than 0.05 that clearly signifies that greater the work experience of a visual merchandiser less misunderstanding in knowledge about artwork will happen.

As it is already been discussed, role of a visual merchandiser in planning optimally the artworks which is to be used while executing the promotional communication, is proved by correlation analysis.

**FACTOR-03. Factors Affecting the Planning of an Urgent Promotion**

Keeping question number 3 (how easily are you able to plan an execution of an urgent promotion) as an independent variable Y, all the other dependent variables can be found out by performing factor analysis.

Y (independent variable) = a (constant) +x (dependent variable)

**PRINCIPAL AXIS FACTORING**

**TABLE-3.**



**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.710
Bartlett's Test of Sphericity	Approx. Chi-Square	559.143
	Df	276
	Sig.	.000

- As clearly depicted by the adequacy level of KMO and Bartlett’s test after performing factor analysis is that, the responses in the samples are adequate which is closer than 0.5 for a satisfactory factor analysis to proceed. Let us look upon total variance explained

**TABLE-4.**

**Total Variance Explained**

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings					
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %			
1	3.839	15.996	15.996	3.476	14.485	14.485			
2	3.214	13.393	29.389	2.894	12.057	26.542			
3	2.472	10.300	39.689	2.112	8.799	35.342			
4	2.148	8.949	48.637	1.792	7.468	42.810			
5	1.848	7.700	56.337	1.452	6.051	48.860			
6	1.504	6.265	62.602	1.134	4.725	53.585			
7	1.459	6.078	68.681	1.092	4.549	58.134			
8	1.243	5.177	73.858	.970	4.041	62.175			
9	.967	4.029	77.887						
10	.823	3.430	81.317						
11	.669	2.789	84.106						
12	.622	2.594	86.699						
13	.487	2.031	88.730						
14	.438	1.824	90.554						
15	.414	1.726	92.280						
16	.371	1.544	93.824						
17	.339	1.413	95.237						
18	.320	1.332	96.569						
19	.276	1.149	97.717						

20	.198	.827	98.544					
21	.143	.595	99.139					
22	.092	.384	99.523					
23	.065	.269	99.792					
24	.050	.208	100.000					

Let us look upon rotated factor matrix

TABLE-5.

Rotated Factor Matrix<sup>a</sup>

	Factor							
	1	2	3	4	5	6	7	8
Q-4. How often are you encouraged by seniors for any creative inputs	.167	.106	.376	-.120	.108	-.144	.317	.570
Q-5. How often do you get full support from other DMs and SM	.068	-.654	.036	.051	.207	.243	-.146	.211
Q-6. How often you get so busy that you are unable to participate in other tasks	.126	.672	.257	-.052	.150	-.243	-.143	-.073
Q-7. Are the resources provided to you by the organisation best for use, flexible and updated	-.092	.066	.737	.004	-.039	.085	.149	.027
Q-9. Team Members of all departments help me ____% of time	.027	.898	-.216	-.066	.000	.187	.184	.138
Q-10. Major delay is faced due to lack of availability of physical force	-.096	.191	-.636	.143	.289	.156	.137	-.074
Q-11. Misunderstanding in knowledge about artwork happens	.232	.513	.139	.204	.488	.127	.144	-.234

Q-12. Always welcome the extra tasks assigned to you apart from own department	.048	.077	.080	-.663	-.091	.117	-.066	.383
Q-13. How satisfied are you with incentives/appraisals given	.088	-.089	-.062	.677	-.077	.206	-.255	.102
Q-14. Approval is required by seniors while performing a task all the time	-.062	.142	.307	-.466	.387	-.086	.297	.297
Q-15. Response from other departments is always very quick	.279	.108	.142	.661	-.008	-.192	.150	.241
Q-16. To what extent are you likely to suggest others to work in this organisation	-.142	-.229	-.009	.049	-.016	.154	-.067	.551
Q-17. There is a great deal of transparency between departments in the organisation	.633	-.115	.123	.131	.171	-.018	-.393	.100
Q-18. Record your store location in Delhi-NCR region	.005	-.056	.041	-.009	-.319	-.072	-.222	.010
Q-19. How satisfied are you with your vendor	.785	-.158	.000	.102	-.243	.068	.142	-.199
Q-20. There is always a two way communication between VM and Vendor	.312	-.131	-.430	-.165	.041	.350	.040	-.177
Q-21. Always get assisted by same vendor's staff	.641	.234	-.214	-.128	-.056	.058	-.074	.124
Q-22. Vendor's designer always send the exact artwork asked for without any faults	.449	.297	.197	-.201	-.390	-.118	-.206	.226

Q-23. Vendor's staff always keep good understanding about execution to be done	-.031	.086	.083	-.054	.044	-.136	.801	.035
Q-24. Apart from promo execution vendor's staff helps with other tasks too	.540	-.053	.348	-.051	.069	.258	-.021	-.273
Q-25. Vendor's staff doesn't take a lot of time to deliver artworks	.752	.168	-.159	.123	-.045	-.166	.143	.120
Q-26. Vendors are utmost helpful	.661	.035	.015	.163	.114	.117	-.060	-.112
Q-27. I personally am aware about how to fix a vinyl	.035	.112	.177	.116	-.725	.012	.181	-.076
Q-28. I am very satisfied with everything at workplace	.085	-.091	-.031	.004	.096	.911	-.136	.112

- Rotated factors are easier to interpret.

- Eight factors are achieved highlighting various variables under it.  
 Factor-1. Knowledge to task assigned engagement  
 Factor-2. Other task engagement  
 Factor-3. Resources provided

Factor-4.

Factor-5. Lack of physical Appraisals force

Factor-6. Inter-department support

Factor-7. External factors

Factor-8. Encouragement

After these factors are determined Regression Analysis was done.

**TABLE-6.**  
**REGRESSION**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.802 <sup>a</sup>	.643	.574	.885

SPSS Regression suggests, the value of adjusted R square is more so the regression analysis will give appropriate results in finding out the most reliable factors.

**TABLE-7.**

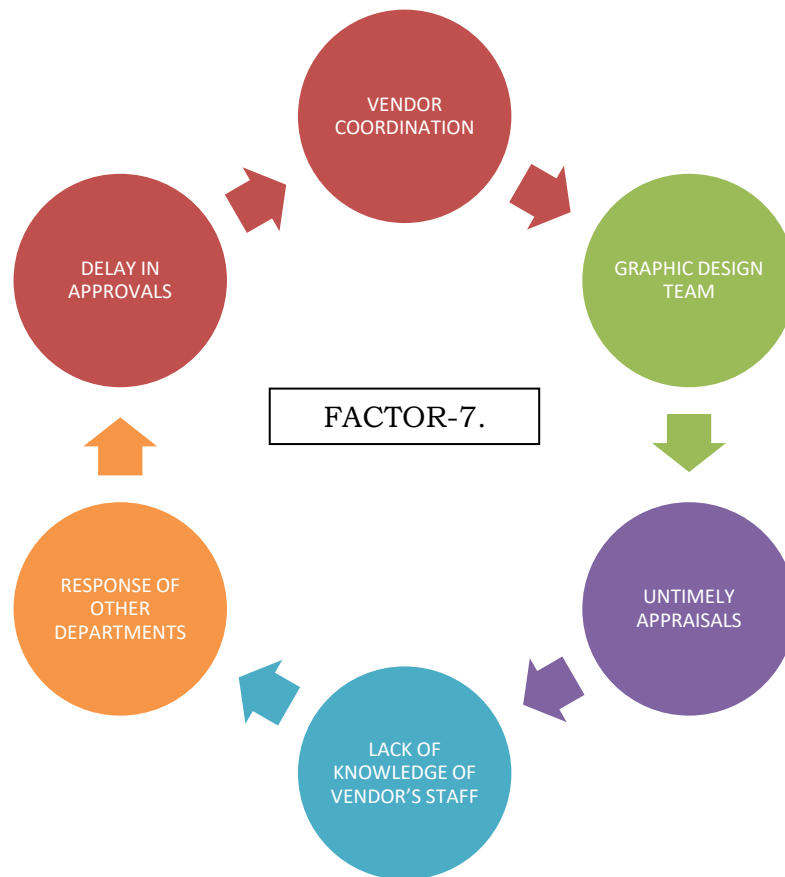
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.860	.125		22.851	.000
	REGR factor score 1 for analysis 1	-.271	.126	-.200	-2.142	.038
	REGR factor score 2 for analysis 1	-.800	.126	-.590	-6.329	.000
	REGR factor score 3 for analysis 1	-.346	.126	-.255	-2.738	.009
	REGR factor score 4 for analysis 1	-.003	.126	-.002	-.021	.984
	REGR factor score 5 for analysis 1	-.140	.126	-.104	-1.111	.273
	REGR factor score 6 for analysis 1	-.199	.126	-.147	-1.577	.123
	REGR factor score 7 for analysis 1	.442	.126	.326	3.493	.001
	REGR factor score 8 for analysis 1	.306	.126	.226	2.421	.020

SPSS Regression significant values suggest 5 most reliable factors.

Dependent Variable (Q-3.)= 2.860 -0.271(F1) -0.800(F2) -0.346(F3) +0.442(F7) +0.306(F8)

According to Factor Analysis Factor 7 is most EFFECTIVE model. Factor 7 includes all those variables that have an external affect on the performance of VM while execution of promo.



**TABLE-8.**  
**PRINCIPAL COMPONENT ANALYSIS**

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.710
Bartlett's Test of Sphericity	Approx. Chi-Square	559.143
	Df	276
	Sig.	.000

- As clearly depicted by the adequacy level of KMO and Bartlett’s test after performing component analysis is that, the responses given with the samples are adequate which is closer than 0.5 for a satisfactory component analysis to proceed.

Let us look upon total variance explained

**TABLE-9.**

**Total Variance Explained**

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings					
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %			
1	3.839	15.996	15.996	3.839	15.996	15.996			
2	3.214	13.393	29.389	3.214	13.393	29.389			
3	2.472	10.300	39.689	2.472	10.300	39.689			
4	2.148	8.949	48.637	2.148	8.949	48.637			
5	1.848	7.700	56.337	1.848	7.700	56.337			
6	1.504	6.265	62.602	1.504	6.265	62.602			
7	1.459	6.078	68.681	1.459	6.078	68.681			
8	1.243	5.177	73.858	1.243	5.177	73.858			
9	.967	4.029	77.887						
10	.823	3.430	81.317						
11	.669	2.789	84.106						
12	.622	2.594	86.699						
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14	.438	1.824	90.554						
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20	.198	.827	98.544						
21	.143	.595	99.139						
22	.092	.384	99.523						
23	.065	.269	99.792						
24	.050	.208	100.000						

**TABLE-10.**

**Rotated Component Matrix<sup>a</sup>**

	Component							
	1	2	3	4	5	6	7	8
Q-4. How often are you encouraged by seniors for any creative inputs	.184	.113	-.138	.371	.373	-.180	.607	-.078
Q-5. How often do you get full support from other DMs and SM	.075	-.698	.062	.079	-.101	.282	.213	-.310
Q-6. How often you get so busy that you are unable to participate in other tasks	.121	.752	-.053	.247	-.143	-.261	-.070	-.169
Q-7. Are the resources provided to you by the organisation best for use, flexible and updated	-.130	.093	.019	<b>.827</b>	.177	.114	.038	.084
Q-9. Team Members of all departments help me ____% of time	.029	<b>.862</b>	-.080	-.226	.173	.173	.140	.099
Q-10. Major delay is faced due to lack of availability of physical force	-.106	.236	.166	-.705	.192	.220	-.070	-.225
Q-11. Misunderstanding in knowledge about artwork happens	.204	.608	.229	.142	.215	.189	-.239	-.392
Q-12. Always welcome the extra tasks assigned to you apart from own department	.049	.080	-.737	.084	-.099	.138	.415	.072



Q-13. How satisfied are you with incentives/appraisals given	.085	-.067	.757	-.050	-.284	.253	.153	.062
Q-14. Approval is required by seniors while performing a task all the time	-.072	.175	-.492	.304	.396	-.080	.292	-.365
Q-15. Response from other departments is always very quick	.305	.114	.703	.129	.176	-.230	.272	.039
Q-16. To what extent are you likely to suggest others to work in this organisation	-.152	-.250	.077	-.031	-.079	.190	.744	-.016
Q-17. There is a great deal of transparency between departments in the organisation	.670	-.109	.137	.152	-.370	-.016	.084	-.309
Q-18. Record your store location in Delhi-NCR region	.004	-.069	-.038	.054	-.453	-.133	.039	.392
Q-19. How satisfied are you with your vendor	.792	-.183	.103	.032	.109	.077	-.198	.264
Q-20. There is always a two way communication between VM and Vendor	.343	-.161	-.209	-.471	.087	.457	-.220	.010
Q-21. Always get assisted by same vendor's staff	.701	.242	-.167	-.239	-.073	.076	.130	.048
Q-22. Vendor's designer always send the exact artwork asked for without any faults	.482	.295	-.242	.202	-.293	-.146	.258	.368

Q-23. Vendor's staff always keep good understanding about execution to be done	-.028	.069	-.056	.059	.866	-.167	.036	.124
Q-24. Apart from promo execution vendor's staff helps with other tasks too	.547	-.039	-.051	.442	.001	.333	-.320	-.063
Q-25. Vendor's staff doesn't take a lot of time to deliver artworks	.793	.157	.118	-.170	.149	-.179	.118	.072
Q-26. Vendors are utmost helpful	.713	.050	.181	.043	-.043	.153	-.136	-.129
Q-27. I personally am aware about how to fix a vinyl	.038	.066	.108	.192	.079	-.005	-.055	.864
Q-28. I am very satisfied with everything at workplace	.061	-.065	.009	-.008	-.114	.910	.129	-.070

- Variables are extracted from principal component analysis

Now the variables will be regressed

**TABLE-11.**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1		
1	.657 <sup>a</sup>	.432	.581	1.066	.432	8.544	4		

**Model Summary**

Model	Change Statistics	
	df2	Sig. F Change
1	45	.000

As adjusted R-square is closer to 0.5, hence it determines the expectancy of variables depending on the dependent variable.

TABLE-12.

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.942	.856		4.608	.000
	Q-9. Team Members of all departments help me _____% of time	-.521	.116	-.511	-4.486	.000
	Q-13. How satisfied are you _____ with incentives/appraisals given	-.459	.170	-.313	-2.703	.010
	Q-16. To what extent are you likely to suggest others to work in this organisation	.760	.255	.344	2.976	.005
	Q-27. I personally am aware about how to fix a vinyl	.501	.257	.224	1.948	.058

After regression is performed the upper mentioned 5 variables show utmost dependency.

**RESULTS:**

According to the analysis conducted majorly it is been found out that Vendor Co-ordination and Untimely Appraisals are factor affecting the performance of visual merchandiser in stores. Due to several other factors which are interrelated to it, like receiving PO in time and responsiveness of other departments.

**COORDINATION:**

Coordination between departments is weak, if VMs of work experience less than 2 years is considered, whereas, VMs with more than 2 years of work experience are well aware about how to coordinate with departments at the need of hour.

**ASSISTANCE:**

As already discussed while predicting the factor result is that apart from two stores in Delhi-NCR no other Big Bazaar store is provided with a VM assistant, which is a point of concern as round the clock if any sort of urgent promotion is asked to be done by the seniors then lack of assistance pose a problem in store.

**MOTIVATION:**

Encouragement is another synonym to motivation which in corporate industry is only backed by incentives and appraisals, during the survey, when I encountered with the visual merchandisers with work experience of more than 2 years pointed out their disagreement with the fact.

**VENDOR MANAGEMENT:**

In Big Bazaar, Delhi-NCR region, visual merchandisers are majorly putting their disappointment in the vendors and staff, especially East-Delhi zone and Noida Region, the procrastination in execution of artwork happens from their end as quoted by many visual merchandisers during survey.

**TRANSPARENCY:**

In an organization transparency is very important without which several problems are faced by the employee.

**RESPONSE:**

The response from other departments is not very quick and for which Visual Merchandisers have to wait for quite some time that affects the work monotony.

**SUGGESTIONS:**

1. Visual Merchandisers are backbone of stores and hence should be coordinated really well as they are major sales drivers.
2. Planning of promotion communication at eleventh hour should be avoided.
3. Vendors should be screened and shuffled again, not only because vendor is with the organization since many years should be prioritized but other players should be given a chance.
4. Visual merchandisers are under performance pressure due to which they do not concentrate on working with excellence but on proving it to seniors.
5. Incentives and Appraisals policy should be revised.
6. Visual Merchandisers of less than 2 years of experience should be backed by area visual merchandiser's support.
7. Graphics Team should add 1-2 employee(s) to improve the responsiveness.
8. Vendors should be coordinated by area visual merchandisers in case of any feedback.
9. Transparency is lacking in some of the stores regarding operations are inter departments which must be looked into, store managers must be kept in loop for every situation that arise in store.

### **CONCLUSIONS:**

The study has given a completely different perspective of viewing things in terms of department dependency. This paradigm shift has happened due to questionnaire survey and interpretation, if the organization works on suggested points, they might get better results to look upon in future.

### **RESEARCH LIMITATIONS:**

Main aim of the research was to study the problems faced by VM at Big Bazaar, Future Retail LTD. Some of the limitations of the research reported here surround the nature of the research design and sample. A key limitation faced during this research is Sample size – a sample size of employees studied was only 50. This could increase the error term.

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