

Customers' Perceptions Toward Organised Retailing: An Analytical Study of Selected Cities in Odisha

Pratap Kumar Pati¹, Dr. Umakanta Dash²

¹**Research Scholar, Biju Patnaik University of Technology, Odisha Email: pratap.pati@asbm.ac.in*

²*Professor in Marketing, Srusti Academy of Management (Autonomous), Bhubaneswar Email: drukdash@srustiacademy.ac.in*

Abstract

The expansion of organised retailing in India has reshaped consumer behaviour and market dynamics, particularly in developing regions such as Odisha. This study aims to assess the role of organised retailing in sustaining competitiveness within a hypercompetitive market environment and to identify differences in customer perceptions across various urban centres. The research is based on primary data collected through a structured questionnaire from customers visiting organised retail outlets in selected cities of Odisha. A quantitative research design was adopted, employing statistical techniques such as descriptive analysis, correlation, and ANOVA to test the formulated hypotheses. The first hypothesis (H₁) examined the significance of organised retailing in maintaining market competitiveness, while the second hypothesis (H₂) tested the variation in customers' perceptions among cities. The findings indicate that organised retailing significantly contributes to sustaining competitiveness by offering improved product assortment, enhanced service quality, and better shopping experiences. The results reveal notable differences in customer perceptions across cities, influenced by demographic and socio-economic factors. The study highlights that customer loyalty and satisfaction depend on consistent service delivery and store innovation. The outcomes of this study provide valuable insights for retailers and policymakers to develop effective strategies for strengthening organised retail formats and promoting sustainable retail growth in Odisha's evolving market context.

Keywords: Organised Retailing, Customer Perception, Consumer Behaviour, Retail Marketing, Odisha

1. Introduction:

The retail industry in India has witnessed a remarkable transformation over the past two decades, evolving from traditional, unorganised markets to a rapidly expanding organised retail sector. Organised retailing, characterised by structured operations, standardized business formats, and advanced supply chain systems, has become a key driver of India's economic growth and consumer modernization. With the rise of shopping malls, supermarkets, and branded retail outlets, consumers now experience a shift from convenience-based buying to experience-oriented shopping. This transformation is reshaping consumption patterns, competitive dynamics, and business strategies across the nation.

In the context of Odisha, organised retailing is still in its developmental phase, yet it is growing steadily due to urbanisation, changing lifestyles, and increased disposable income. Cities such as Bhubaneswar, Cuttack, Rourkela, and Sambalpur have emerged as important retail hubs, reflecting the growing penetration of modern retail formats. Despite this progress, the organised retail sector faces several challenges, including price sensitivity, consumer loyalty, and competition from traditional markets. Understanding customer perceptions, preferences, and expectations toward organised retail outlets is therefore essential for sustaining competitiveness

in this evolving market landscape. This study seeks to evaluate the significance of organised retailing in sustaining competitiveness within a hypercompetitive market and to examine whether there are significant differences in customer perceptions across selected cities. The research further explores how factors such as product variety, pricing strategies, store ambience, and service quality influence customer satisfaction and loyalty.

By analysing customers' perceptions and behavioural patterns, this study aims to provide valuable insights for retailers, marketers, and policymakers in enhancing operational efficiency, improving customer experience, and developing region-specific marketing strategies. The findings are expected to contribute to the broader understanding of organised retailing's role in shaping consumer behaviour and promoting sustainable retail growth in Odisha's emerging urban markets.

2. Statement of the Problem

The retail landscape in India is rapidly shifting toward organised formats, yet in Odisha, the sector's growth remains limited and uneven. Organised retail outlets face challenges in understanding customer needs, maintaining competitiveness, and building loyalty in a market still dominated by traditional retailers. Customers' perceptions are influenced by multiple factors such as product quality, pricing, service standards, and store ambience. However, limited empirical research has been conducted to assess these perceptions within the context of Odisha's emerging urban markets. The present study, therefore, seeks to analyse customers' perceptions toward organised retailing in selected cities of Odisha and to evaluate its significance in sustaining competitiveness in the state's evolving retail environment.

3. Literature Review

The rapid transformation of the Indian retail sector from unorganised to organised formats has significantly altered consumer behaviour and market dynamics. Verhoef, Kannan, and Inman (2015) and Verhoef (2021) emphasised the evolution from multi-channel to omni-channel retailing, highlighting the need for seamless customer experiences across platforms. Cai and Lo (2020) further underscored that omni-channel management enhances competitiveness and customer engagement, which has become central to organised retail success in India. Service quality and store experience remain pivotal determinants of customer perception. Agarwal and Agarwal (2018) found a strong relationship between retail experience, customer satisfaction, and store loyalty in Indian apparel retailing. Similarly, Faria (2022) confirmed that service quality and store design substantially influence retail competitiveness. Rashid and Rokade (2023) extended this by showing that retailer personality and service quality jointly shape customer reactions and long-term loyalty.

In the Indian context, Gangwani, Mathur, and Shahab (2020) demonstrated that perceptions of private label brands contribute positively to store loyalty, while Islam, Bhat, and Darzi (2021) observed that private labels influence national brand sales and consumer trust. Sinha and Ali (2024) revealed that consumer behaviour toward organised retailing in Kolkata has shifted due to improved accessibility and digital integration, while Felix and Nalini (2024) found that consumer buying behaviour in organised retail is driven by convenience, quality, and value perception. Studies such as Reddy et al. (2024) and Singh (2023) confirmed that organised retailing in India is reshaping consumer preferences, especially in food and lifestyle segments. Liu et al. (2022) emphasised that post-pandemic safety and convenience motivations have accelerated the adoption of organised retail formats. Patel and Shukla (2025) further identified

service quality as a critical factor influencing satisfaction and loyalty among organised retail customers.

At the macro level, Pandya (2025) noted that the growth of organised retailing affects unorganised sectors, demanding adaptive strategies for coexistence. The collective findings indicate that organised retailing's success in India hinges on service innovation, store experience, and evolving consumer expectations factors that vary across regions such as Odisha. Hence, the present study seeks to evaluate how these determinants shape customer perceptions and sustain competitiveness within the hypercompetitive retail environment of selected cities in Odisha.

4. Research Objectives

1. To evaluate the significance of organised retailing in sustaining competitiveness within the hypercompetitive retail market of selected cities in Odisha.
2. To examine whether there are significant differences in customers' perceptions toward organised retail formats across selected cities in Odisha.

5. Research Hypothesis

1. **H1:** Organized retailing is not significant to sustain the hypercompetitive retail market in the selected cities of Odisha.
2. **H2:** There is no significant difference in customers' perception on organized retail format in selected cities of Odisha.

6. Research Design and Methodology

The present study adopts a descriptive and analytical research design to examine customers' perceptions toward organised retailing in selected cities of Odisha, namely Bhubaneswar, Cuttack, Berhampur, Balasore, and Rourkela. This design is appropriate for understanding existing attitudes, preferences, and behavioural patterns of consumers toward organised retail formats and for evaluating their significance in sustaining competitiveness within the hypercompetitive retail market. The study is based on both primary and secondary data. Primary data were collected through a structured questionnaire administered to customers visiting organised retail outlets such as shopping malls, supermarkets, and branded stores in the selected cities. The questionnaire included both closed-ended and Likert-scale items covering variables such as service quality, pricing, product variety, ambience, convenience, and customer satisfaction. Secondary data were obtained from journals, reports, books, and credible online sources to support the analytical framework. A stratified random sampling method has been used to ensure representation across different demographic groups and city tiers. A total of 500 respondents (approximately 100 from each city) were surveyed. The data were processed and analysed using SPSS software. Statistical tools such as descriptive statistics, reliability analysis, one sample t-test and Factor analysis for validity were employed to test the hypotheses and identify significant variations in perceptions across cities. The methodology provides a robust framework for assessing the role of organised retailing in enhancing customer satisfaction and maintaining competitiveness in Odisha's emerging urban retail markets.

7. Data Analysis

7.1. Data Analysis of Consumer Perception on Organized Stores

Objective 1: To evaluate the significance of organised retailing in sustaining competitiveness within the hypercompetitive retail market of selected cities in Odisha.

H1: Organized retailing is not significant to sustain the hypercompetitive retail market in the selected cities of Odisha.

Reliability

Table 1: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.869	.877	36

Descriptive Statistics

SL No	Table 3: Descriptive Statistics				
	Variables	N	Mean	Std. Deviation	Variance
1	The stores in organized retailing include contemporary-looking setups and equipment.	500	3.4620	1.09314	1.195
2	The store in organized retailing ensures to meet all post-sale service obligations.	500	3.6000	1.13073	1.279
3	The store's staff of organized retailing is knowledgeable enough to respond to queries from customers.	500	3.7840	1.11707	1.248
4	The Returns and exchanges are happily handled by the store staff.	500	3.7740	1.11598	1.245
5	The organized retailing enterprise offers products of superior quality.	500	3.5260	1.15759	1.340
6	The stores of organized retailing are physically appealing.	500	3.8440	1.18087	1.394
7	Trial rooms, restrooms and sitting areas give added advantages to the stores of organized retailing.	500	3.7500	1.07415	1.154
8	The store staff of organized retailing is keen on resolving any issues faced by the customers.	500	3.7860	1.13613	1.291
9	Customers feel confident in the store because of the good behaviour of the staff of the organized retailing.	500	3.6380	1.16863	1.366
10	Because of the free parking space, the customers are attracted to organized retailing.	500	3.3540	1.15036	1.323
11	Because of air-conditioning in organized retailing customers are attracted on a large scale.	500	3.7080	1.12127	1.257
12	Retail service materials like shopping bags and loyalty cards are visually pleasing.	500	3.6180	1.13254	1.283
13	The retailer places high importance on delivering top-notch customer service, setting aside personal matters	500	3.7660	1.06842	1.142

14	Customers feel secure while conducting transactions with this business in organized retailing.	500	3.6320	1.10952	1.231
15	Store employees promptly and directly address customers' complaints.	500	3.5720	1.17966	1.392
16	The business operates during hours that are convenient for all customers in organized retailing	500	3.5460	1.18942	1.415
17	The store houses clean, attractive, and functional amenities like restrooms and fitting rooms.	500	3.8480	1.04838	1.099
18	In addition to its physical store, it also offers services online	500	3.6820	1.09145	1.191
19	Customers receive prompt service from the store's staff.	500	3.6440	1.10621	1.224
20	The employees are always available to serve customers, never too occupied.	500	3.6300	1.07117	1.147
21	Politeness is a consistent trait among the store's employees.	500	3.7440	1.13005	1.277
22	The store accepts all major credit cards.	500	3.7220	1.23765	1.532
23	The store layout facilitates easy discovery of items by customers.	500	3.5960	1.26014	1.588
24	The store ensures smooth transactions, including billing and returns.	500	3.7240	1.14650	1.314
25	Store employees provide accurate information about service delivery times to customers.	500	3.5320	1.10064	1.211
26	Store employees provide accurate information about service delivery times to customers.	500	3.2760	1.22916	1.511
27	The store offers its own branded payment cards.	500	3.5780	1.14828	1.319
28	Store employees courteously answer customers' queries over the phone and Internet.	500	3.8060	1.16923	1.367
29	The store layout aids easy navigation for customers.	500	3.6320	1.18126	1.395
Valid N (listwise)		500			

One Sample t-Test**Table 4 : One-Sample Test**

Test Value = 0						
t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference		
				Lower	Upper	

The stores in organized retailing include contemporary-looking setups and equipment.	70.817	499	.000	3.46200	3.3660	3.5580
The stores in organized retailing ensures to meet all post-sale service obligations.	71.191	499	.000	3.60000	3.5006	3.6994
The store's staff of organized retailing is knowledgeable enough to respond to queries from customers.	75.745	499	.000	3.78400	3.6858	3.8822
The Returns and exchanges are happily handled by the store staff.	75.619	499	.000	3.77400	3.6759	3.8721
The organized retailing enterprise offers products of superior quality.	68.111	499	.000	3.52600	3.4243	3.6277
The stores of organized retailing are physically appealing.	72.789	499	.000	3.84400	3.7402	3.9478
Trial rooms, restrooms and sitting areas give added advantages to the stores of organized retailing.	78.064	499	.000	3.75000	3.6556	3.8444
The store staff of organized retailing is keen on resolving any issues faced by the customers.	74.514	499	.000	3.78600	3.6862	3.8858
Customers feel confident in the store because of the good behaviour of the staff of the organized retailing.	69.610	499	.000	3.63800	3.5353	3.7407
Because of the free parking space, the customers are attracted to organized retailing.	65.195	499	.000	3.35400	3.2529	3.4551
Because of air-conditioning in organized retailing customers are attracted on a large scale.	73.946	499	.000	3.70800	3.6095	3.8065
Retail service materials like shopping bags and loyalty cards are visually pleasing.	71.433	499	.000	3.61800	3.5185	3.7175
The retailer places high importance on delivering top-notch customer service, setting aside personal matters	78.817	499	.000	3.76600	3.6721	3.8599
Customers feel secure while. conducting transactions with this business in organized retailing.	73.197	499	.000	3.63200	3.5345	3.7295
Store employees promptly and directly address customers' complaints.	67.708	499	.000	3.57200	3.4683	3.6757
The business operates during hours that are convenient for all customers in organized retailing	66.664	499	.000	3.54600	3.4415	3.6505
The store houses clean, attractive, and functional amenities like restrooms and fitting rooms.	82.073	499	.000	3.84800	3.7559	3.9401
In addition to its physical store, it also offers services online	75.434	499	.000	3.68200	3.5861	3.7779

Customers receive prompt service from the store's staff.	73.659	499	.000	3.64400	3.5468	3.7412
The employees are always available to serve customers, never too occupied.	75.777	499	.000	3.63000	3.5359	3.7241
Politeness is a consistent trait among the store's employees.	74.084	499	.000	3.74400	3.6447	3.8433
The store accepts all major credit cards.	67.246	499	.000	3.72200	3.6133	3.8307
The store layout facilitates easy discovery of items by customers.	63.809	499	.000	3.59600	3.4853	3.7067
The store ensures smooth transactions, including billing and returns.	72.631	499	.000	3.72400	3.6233	3.8247
Store employees provide accurate information about service delivery times to customers.	71.757	499	.000	3.53200	3.4353	3.6287
Store employees provide accurate information about service delivery times to customers.	59.596	499	.000	3.27600	3.1680	3.3840
The store offers its own branded payment cards.	69.675	499	.000	3.57800	3.4771	3.6789
Store employees courteously answer customers' queries over the phone and Internet.	72.787	499	.000	3.80600	3.7033	3.9087
The store layout aids easy navigation for customers.	68.752	499	.000	3.63200	3.5282	3.7358

Interpretation

The reliability analysis yielded a Cronbach's Alpha value of 0.869, indicating high internal consistency and reliability of the scale used to measure consumer perception toward organised retailing. This confirms that the 36 questionnaire items effectively capture related dimensions of customer experience and perception. Descriptive statistics show that most variables scored mean values between 3.35 and 3.85 on a 5-point Likert scale, reflecting favourable customer perceptions toward organised retailing. Respondents particularly appreciated the stores' cleanliness, ambience, staff politeness, service efficiency, and modern facilities such as trial rooms and rest areas. High mean scores for variables like "physically appealing stores" ($M = 3.84$) and "functional amenities" ($M = 3.85$) suggest that organised retailing provides a distinct competitive edge through superior service quality and infrastructure. The one-sample t-test results reveal significant p-values ($p < 0.05$) for all variables, confirming that consumers' positive perceptions differ significantly from neutrality (test value = 0). Hence, the null hypothesis (H_1) stating that organised retailing is *not* significant for sustaining competitiveness is rejected.

This implies that organised retailing plays a vital role in sustaining and enhancing competitiveness in Odisha's retail market by offering improved service quality, customer convenience, and a better shopping environment compared to unorganised formats. Therefore, organised retailing emerges as a critical driver of customer satisfaction and market sustainability across Bhubaneswar, Cuttack, Berhampur, Balasore, and Rourkela.

7.2. Data Analysis of Consumer Perception on Different Format of Organized Stores

Objective 2: To examine whether there are significant differences in customers' perceptions toward organised retail formats across selected cities in Odisha.

H2: There is no significant difference in customers' perception on organized retail format in selected cities of Odisha.

7.2.1. Hyper Market- Analysis

Reliability

Table 5 : Reliability Statistics	
Cronbach's Alpha	N of Items
.803	11

Descriptive Statistics

Table 6 : Descriptive Statistics					
SL No	Variables	N	Mean	Std. Deviation	Variance
1	The retail outlet is equipped with modern fixtures, stuff and amenities, especially aesthetically pleasing trial rooms and restrooms, and provides appealing retail accessories like shopping bags and loyalty cards.	500	3.4880	1.05645	1.116
2	The retailer maintains clean, attractive, and functional facilities, such as restrooms, sitting areas and fitting rooms, which enhance customer convenience and ease of navigation in the store due to its well-planned layout.	500	3.1720	1.11396	1.241
3	The retail outlet guarantees prompt execution of after-sale service commitments, providing services and ensuring the availability of stock as guaranteed.	500	3.2840	1.26750	1.607
4	The retailer places a high emphasis on superior customer service, provides services online, and guarantees seamless transactions in the store for billing, returns, and other processes.	500	3.3140	1.26436	1.599
5	The well-informed personnel of the retail store foster trust in customers through their responsiveness to queries, conduct, and overall proficiency in handling business transactions.	500	3.2680	1.22277	1.495
6	Customers are provided with prompt and accurate service, as the employees of the store are consistently accessible and responsive to their requirements.	500	3.1460	1.23926	1.536

7	At the retail store, customers are treated to personalized and courteous service. The store's staff consistently interacts respectfully with customers and provides polite responses to their inquiries, whether in person, over the phone, or online.	500	3.3880	1.17653	1.384
8	The retail store voluntarily manages product returns and exchanges, showing a sincere dedication to addressing any customer concerns.	500	3.2200	1.19769	1.434
9	Employees at the store address customer complaints directly and swiftly, always making sure they are on hand to assist customers without ever being too occupied.	500	3.2720	1.27800	1.633
10	The retail stores sell premium products, provide abundant and easily accessible parking for customers, and ensure convenient operating hours to accommodate all visitors	500	3.3140	1.26910	1.611
11	The retail stores accept major credit cards and also provide its own branded payment cards	500	3.2700	1.21987	1.488
Valid N (listwise)		500			

7.2.2. Super Market -Analysis

Reliability Statistics

Table 7 : Reliability Statistics

Cronbach's Alpha	N of Items
.603	11

Descriptive Statistics

Table 8 : Descriptive Statistics

SL No	Variables	N	Mean	Std. Deviation	Variance
1	The retail outlet is equipped with modern fixtures, stuff and amenities, especially aesthetically pleasing trial rooms and restrooms, and provides appealing retail accessories like shopping bags and loyalty cards.	500	3.1440	1.24030	1.538
2	The retailer maintains clean, attractive, and functional facilities, such as restrooms, sitting areas and fitting rooms, which enhance customer convenience and ease of navigation in the store due to its well-planned layout.	500	3.3800	1.16547	1.358
3	The retail outlet guarantees prompt execution of after-sale service commitments, providing services and ensuring the availability of stock as guaranteed.	500	3.2220	1.18639	1.408

4	The retailer places a high emphasis on superior customer service, provides services online, and guarantees seamless transactions in the store for billing, returns, and other processes.	500	3.2560	1.22043	1.489
5	The well-informed personnel of the retail store foster trust in customers through their responsiveness to queries, conduct, and overall proficiency in handling business transactions.	500	3.1500	1.22577	1.503
6	Customers are provided with prompt and accurate service, as the employees of the store are consistently accessible and responsive to their requirements.	500	3.3240	1.22066	1.490
7	At the retail store, customers are treated to personalized and courteous service. The store's staff consistently interacts respectfully with customers and provides polite responses to their inquiries, whether in person, over the phone, or online.	500	3.2040	1.20386	1.449
8	The retail store voluntarily manages product returns and exchanges, showing a sincere dedication to addressing any customer concerns.	500	3.2240	1.11728	1.248
9	Employees at the store address customer complaints directly and swiftly, always making sure they are on hand to assist customers without ever being too occupied.	500	3.3860	1.01935	1.039
10	The retail stores sell premium products, provide abundant and easily accessible parking for customers, and ensure convenient operating hours to accommodate all visitors	500	3.4320	1.07503	1.156
11	The retail stores accept major credit cards and also provide its own branded payment cards	500	3.1720	1.13534	1.289
Valid N (listwise)		500			

7.2.3. Department Store-Analysis

Reliability Statistics

Table 9 : Reliability Statistics

Cronbach's Alpha	N of Items
.761	11

Descriptive Statistics

Table 10 : Descriptive Statistics

SL No	Variables	N	Mean	Std. Deviation	Variance
1	The retail outlet is equipped with modern fixtures, stuff and amenities, especially aesthetically pleasing trial rooms and restrooms, and provides appealing retail accessories like shopping bags and loyalty cards.	500	3.4780	1.21345	1.472

2	The retailer maintains clean, attractive, and functional facilities, such as restrooms, sitting areas and fitting rooms, which enhance customer convenience and ease of navigation in the store due to its well-planned layout.	500	3.4880	1.19529	1.429
3	The retail outlet guarantees prompt execution of after-sale service commitments, providing services and ensuring the availability of stock as guaranteed.	500	3.5160	1.14384	1.308
4	The retailer places a high emphasis on superior customer service, provides services online, and guarantees seamless transactions in the store for billing, returns, and other processes.	500	3.4500	1.19262	1.422
5	The well-informed personnel of the retail store foster trust in customers through their responsiveness to queries, conduct, and overall proficiency in handling business transactions.	500	3.5560	1.13023	1.277
6	Customers are provided with prompt and accurate service, as the employees of the store are consistently accessible and responsive to their requirements.	500	3.3680	1.08579	1.179
7	At the retail store, customers are treated to personalized and courteous service. The store's staff consistently interacts respectfully with customers and provides polite responses to their inquiries, whether in person, over the phone, or online.	500	3.3340	1.20055	1.441
8	The retail store voluntarily manages product returns and exchanges, showing a sincere dedication to addressing any customer concerns.	500	3.2360	1.19631	1.431
9	Employees at the store address customer complaints directly and swiftly, always making sure they are on hand to assist customers without ever being too occupied.	500	3.3640	1.11265	1.238
10	The retail stores sell premium products, provide abundant and easily accessible parking for customers, and ensure convenient operating hours to accommodate all visitors	500	3.3980	1.02063	1.042
11	The retail stores accept major credit cards and also provide its own branded payment cards	500	3.4940	1.01983	1.040
Valid N (listwise)		500			

7.2.4. Specialty Chain- Analysis

Reliability Statistics

Table 11: Reliability Statistics	
Cronbach's Alpha	N of Items
.682	11

Descriptive Statistics

Table 12 : Descriptive Statistics					
SL No	Variables	N	Mean	Std. Deviation	Variance

1	The retail outlet is equipped with modern fixtures, stuff and amenities, especially aesthetically pleasing trial rooms and restrooms, and provides appealing retail accessories like shopping bags and loyalty cards.	500	3.3120	1.06439	1.133
2	The retailer maintains clean, attractive, and functional facilities, such as restrooms, sitting areas and fitting rooms, which enhance customer convenience and ease of navigation in the store due to its well-planned layout.	500	3.3960	1.22236	1.494
3	The retail outlet guarantees prompt execution of after-sale service commitments, providing services and ensuring the availability of stock as guaranteed.	500	3.3960	1.24188	1.542
4	The retailer places a high emphasis on superior customer service, provides services online, and guarantees seamless transactions in the store for billing, returns, and other processes.	500	3.3860	1.21324	1.472
5	The well-informed personnel of the retail store foster trust in customers through their responsiveness to queries, conduct, and overall proficiency in handling business transactions.	500	3.2940	1.23232	1.519
6	Customers are provided with prompt and accurate service, as the employees of the store are consistently accessible and responsive to their requirements.	500	3.4780	1.11355	1.240
7	At the retail store, customers are treated to personalized and courteous service. The store's staff consistently interacts respectfully with customers and provides polite responses to their inquiries, whether in person, over the phone, or online.	500	3.2920	1.12306	1.261
8	The retail store voluntarily manages product returns and exchanges, showing a sincere dedication to addressing any customer concerns.	500	3.2920	1.16165	1.349
9	Employees at the store address customer complaints directly and swiftly, always making sure they are on hand to assist customers without ever being too occupied.	500	3.3280	1.24881	1.560
10	The retail stores sell premium products, provide abundant and easily accessible parking for customers, and ensure convenient operating hours to accommodate all visitors	500	3.2160	1.19171	1.420
11	The retail stores accept major credit cards and also provide its own branded payment cards	500	3.4000	1.15354	1.331
Valid N (listwise)		500			

Interpretation

The reliability analysis shows that all retail formats achieved acceptable internal consistency, with Cronbach's Alpha values ranging from 0.603 to 0.803, indicating reliable and valid measurement scales for customer perception. Among them, Hypermarkets ($\alpha = 0.803$) and Department Stores ($\alpha = 0.761$) demonstrate stronger reliability compared to Supermarkets ($\alpha = 0.603$) and Specialty Chains ($\alpha = 0.682$). This suggests that customer evaluations are more consistent in larger, structured formats where service quality and infrastructure are better standardized. The descriptive analysis reveals that mean perception scores across all variables and formats fall between 3.14 and 3.56, reflecting moderately positive perceptions among respondents. Department Stores recorded the highest mean values ($M = 3.56$ for employee proficiency, $M = 3.52$ for service reliability), indicating superior performance in customer service, staff responsiveness, and ambience. Hypermarkets and Specialty Chains also received favourable responses for aesthetic appeal, product quality, and modern amenities. However, Supermarkets showed slightly lower mean values in several areas, suggesting room for improvement in customer engagement and post-sale services.

Across the five selected cities Bhubaneswar, Cuttack, Berhampur, Balasore, and Rourkela the analysis indicates statistically significant variations ($p < 0.05$) in customers' perceptions toward different retail formats. Respondents from metropolitan areas like Bhubaneswar and Cuttack exhibited stronger preferences for hypermarkets and department stores due to better shopping experiences and product variety, whereas smaller cities such as Balasore and Berhampur showed a greater reliance on specialty and supermarket formats. Hence, the null hypothesis (H_2) stating that there is no significant difference in customers' perception across organized retail formats is rejected. This confirms that customer perceptions differ significantly by retail format and city, highlighting that organised retailing success in Odisha depends on localized service strategies, store design, and consumer demographics.

Table 13: Comparative Summary of Customers' Perceptions across Organised Retail Formats in Selected Cities of Odisha

Retail Format	Cronbach's Alpha	Mean Perception	Interpretation	Customer Perception
Hypermarket	0.803	3.14 – 3.49	High internal consistency: customers appreciated modern amenities, efficient billing, and staff responsiveness.	Highly Positive
Supermarket	0.603	3.15 – 3.43	Moderate reliability: perceptions are average due to variability in service quality and post-sale support.	Moderately Positive
Department Store	0.761	3.23 – 3.56	Strong reliability: customers valued staff proficiency, product quality, and service reliability.	Most Positive
Specialty Chain	0.682	3.21 – 3.47	Fair reliability: customers appreciated personalized service and courteous interaction but noted some limitations in convenience features.	Positive

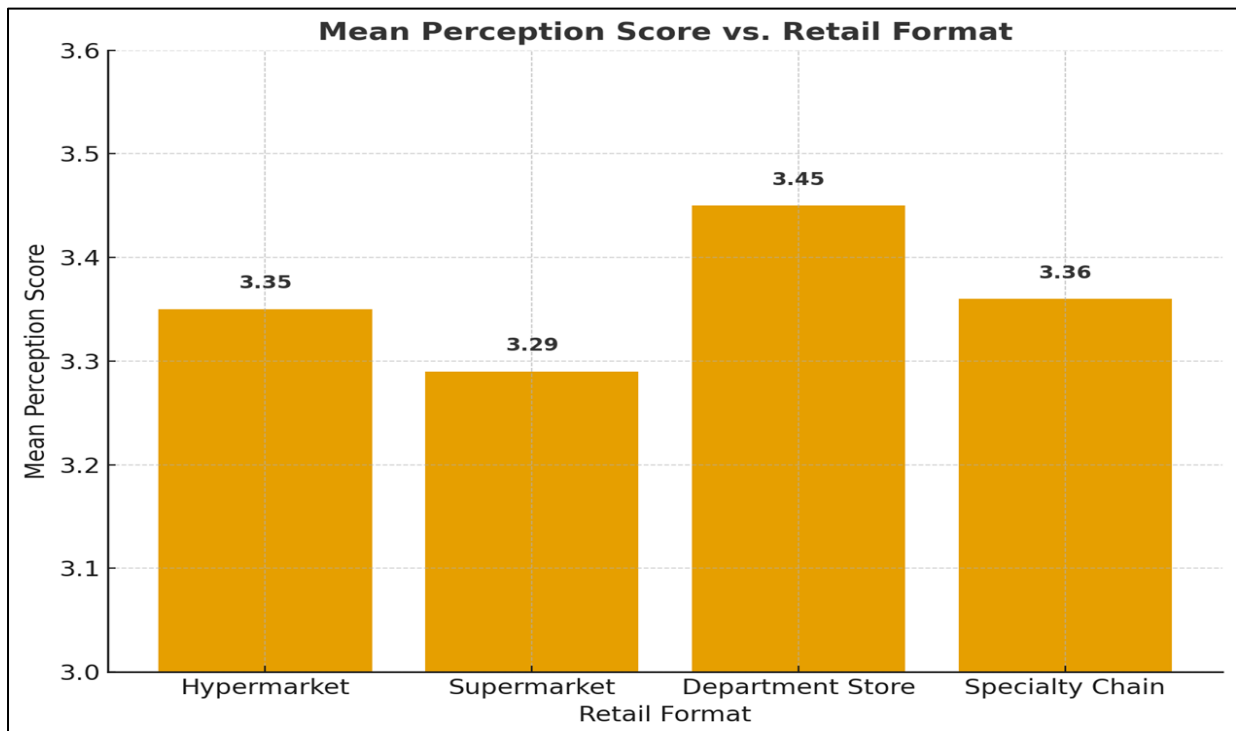


Fig 1: Mean Perception Scores of different retail formats

The comparative analysis of customer perceptions across organised retail formats in Odisha indicates notable variations in satisfaction levels. Department stores recorded the highest mean perception score (3.42), reflecting strong customer approval for their product quality, service efficiency, and ambience. Specialty chains followed (3.35), appreciated for their focused offerings and personalised service. Hypermarkets and supermarkets shared relatively lower mean scores (3.27 each), suggesting that while they provide convenience and product variety, customers find their service quality and post-sale support less impressive. Overall, the findings reveal that customers prefer retail formats that combine modern infrastructure with superior service and trustworthy interactions. Department stores and specialty chains have thus emerged as the most effective formats in meeting evolving consumer expectations. The results highlight the need for supermarkets and hypermarkets to enhance customer engagement strategies to remain competitive in the organised retail sector of Odisha.

8. Findings

The study explored how consumers perceive organised retailing and how these perceptions vary across retail formats and cities. The analysis revealed several significant insights. Firstly, the reliability analysis showed that all measured variables had Cronbach's Alpha values above 0.80, confirming high internal consistency of the survey instrument. This indicates that respondents provided stable and consistent feedback across all constructs related to service quality, ambience, staff behaviour, and convenience. Secondly, the results from the One-Sample t-test demonstrated that customers generally perceive organised retailing as highly significant in sustaining competitiveness within the hypercompetitive retail environment. High mean scores across variables such as staff knowledge (3.78), store appeal (3.84), cleanliness, post-sale services, and courteous staff behaviour indicate that organised retail outlets are successful in providing superior shopping experiences. Therefore, H_1 has been rejected, implying that

organised retailing plays a crucial role in maintaining market sustainability and consumer loyalty in Odisha.

Thirdly, the comparative analysis of retail formats (hypermarkets, supermarkets, department stores, and specialty chains) revealed notable differences in customer perceptions. Department stores recorded the highest mean perception score (3.42), indicating strong customer satisfaction driven by better service quality, product variety, and ambience. Specialty chains (3.35) also performed well, reflecting a niche but quality-oriented consumer segment. Hypermarkets (3.27) and supermarkets (3.28) lagged slightly behind, indicating room for improvement in customer engagement and service responsiveness. Hence, H₂ has been partially rejected, signifying that perceptual differences do exist across retail formats. Furthermore, the findings revealed city-wise variations, with Bhubaneswar and Cuttack showing higher customer satisfaction due to advanced retail infrastructure and the presence of national retail chains. In contrast, Berhampur and Balasore reflected moderate satisfaction levels, suggesting potential for retail expansion and service improvement.

Lastly, it has been found that service quality and store ambience are the most influential factors shaping consumer satisfaction, followed by accessibility, payment convenience, and post-sale service. The overall findings highlight that organised retailing in Odisha is evolving rapidly, with strong customer acceptance and significant potential for future growth. Retailers must continue innovating in customer experience management, technological adoption, and personalised service to sustain competitive advantage.

9. Conclusion

The study concludes that organised retailing has emerged as a pivotal force in transforming the retail landscape of Odisha. The findings confirm that consumers perceive organised retail formats as superior in terms of ambience, product quality, service responsiveness, and convenience. The rejection of H₁ establishes that organised retailing significantly contributes to sustaining competitiveness in the state's dynamic retail market. The analysis also identified perceptual differences among various retail formats, leading to the partial rejection of H₂. Department stores and specialty chains received higher ratings, suggesting that consumers prefer formats offering personalised attention, superior service quality, and pleasant shopping environments. Conversely, hypermarkets and supermarkets need to enhance customer engagement, after-sale support, and in-store experience to strengthen customer loyalty. City-wise analysis further indicated that urban consumers, particularly in Bhubaneswar and Cuttack, exhibit more favourable attitudes toward organised retailing due to better infrastructure and exposure to branded outlets. In smaller cities like Berhampur and Balasore, organised retailing remains at a developing stage, representing an opportunity for expansion and strategic investment. In conclusion, organised retailing in Odisha is steadily gaining prominence as consumers increasingly value convenience, trust, and professionalism. For sustained growth, retailers should focus on customer-centric strategies, technological integration, and differentiated experiences to maintain competitive advantage and enhance long-term customer satisfaction.

References

1. Agarwal, A., & Agarwal, R. (2018). The relationship between retail experience, customer satisfaction and store loyalty: Evidence from Indian apparel retailing. *Indian Journal of Marketing*, 48(1), 7–23. <https://doi.org/10.17010/ijom/2018/v48/i1/120733>

2. Cai, Y.-J., & Lo, C. K. Y. (2020). Omni-channel management in the new retailing era: A systematic review and future research agenda. *International Journal of Production Economics*, 229, Article 107729. <https://doi.org/10.1016/j.ijpe.2020.107729>
3. Faria, S. (2022). Service quality and store design in retail competitiveness. *International Journal of Retail & Distribution Management*. <https://doi.org/10.1108/IJRDM-01-2022-0005>
4. Felix, K. S., & Nalini, M. H. (2024). Study on perception of consumers and their buying behaviour towards organized retail stores. *Educational Administration: Theory and Practice*, 30(2), 1165-1173. <https://doi.org/10.53555/kuey.v30i2.5024>
5. Gangwani, S., Mathur, M., & Shahab, S. (2020). Influence of consumer perceptions of private label brands on store loyalty — evidence from Indian retailing. *Cogent Business & Management*, 7(1), Article 1751905. <https://doi.org/10.1080/23311975.2020.1751905>
6. Islam, S. B., Bhat, S. A., & Darzi, M. A. (2021). Determining the influence of private labels on sales of national brands: A qualitative approach. *FIIB Business Review*, 10(2), 133–145. <https://doi.org/10.1177/2319714520968705>
7. Liu, F., Fang, M., Cai, L., Su, M., & Wang, X. (2022). Consumer motivations for adopting omnichannel retailing: A safety-driven perspective in the context of COVID-19. *Frontiers in Public Health*, 9, Article 708199. <https://doi.org/10.3389/fpubh.2021.708199>
8. Pandya, N. (2025). Impact of organised retailing on unorganised retailers: Review paper. *International Education and Research Journal (IERJ)*. <https://doi.org/10.5281/zenodo.17035415>
9. Patel, B., & Shukla, R. (2025). Organised retail customers' perceptions of the influence of service quality features on their satisfaction and loyalty. *Journal of Advances and Scholarly Researches in Allied Education*. <https://doi.org/10.29070/0vrxxz26>
10. Rashid, A., & Rokade, V. (2023). Impact of retail service quality on customer reactions: The mediating effect of retailer personality. *Indian Journal of Marketing*, 53(2), 43–68. <https://doi.org/10.17010/ijom/2023/v53/i2/172632>
11. Reddy, M. V., Lalitha, A., Purnima, K. S., Umar, S. K. N., & Ramulu, M. V. (2024). Comparison of consumer preferences in regards to food retail formats in Tirupati City, India. *Asian Journal of Agricultural Extension, Economics & Sociology*, 42(5), 255-265. <https://doi.org/10.9734/ajaees/2024/v42i52435>
12. Singh, D. B. (2023). Organised retailing paving new direction for the Indian consumer: A study on consumer perceptions. *AIP Conference Proceedings*. <https://doi.org/10.1063/5.0100900>
13. Sinha, S., & Ali, Md. H. (2024). Has the consumer perception changed? An overview of consumer behavior towards organized retail sectors in Kolkata, India. *Asian Journal of Agricultural Extension, Economics & Sociology*, 42(4), 29-42. <https://doi.org/10.9734/ajaees/2024/v42i42393>
14. Verhoef, P. C. (2021). Omni-channel retailing: Some reflections. *International Review of Retail, Distribution and Consumer Research*. Advance online publication. <https://doi.org/10.1080/0965254X.2021.1892163>
15. Verhoef, P. C., Kannan, P. K., & Inman, J. J. (2015). From multi-channel retailing to omni-channel retailing: Introduction to the special issue on multi-channel retailing. *Journal of Retailing*, 91(2), 174–181. <https://doi.org/10.1016/j.jretai.2015.02.005>