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APPENDICES
Name of the organization:

Gender:  [ ] Male  [ ] Female
Age Group:  [ ] 10-30  [ ] 30-50  [ ] 50-70

HR Recruitment and Selection

1.  Company widely circulates information regarding both external & internal recruitment processes (Please tick)

   □ Strongly Agree
   □ Agree
   □ Neither agree nor disagree
   □ Disagree
   □ Strongly Disagree

2.  During recruitment, company provides sufficient information about the organisation, work profile, and criteria of the selection process to the applicants

   □ Strongly Agree
   □ Agree
   □ Neither agree nor disagree
   □ Disagree
   □ Strongly Disagree
3. Our organisation keeps sincere objective of attracting competent people by conducting competitive selection processes

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly Disagree

4. Our organisation practises various instruments of candidate selection like written tests, Group Discussion, Interviews etc.

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly Disagree

5. In our organisation Candidate’s merit & qualification is the strict base for his/her selection

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly Disagree
6. At the end of selection process, Performance results are communicated to the candidates

- **Strongly Agree**
- **Agree**
- **Neither agree nor disagree**
- **Disagree**
- **Strongly Disagree**

---

**HR Training and Development**

7. At our organisations, Training needs of employees are periodically identified and assessed based on his/her performance appraisal.

- **Strongly Agree**
- **Agree**
- **Neither agree nor disagree**
- **Disagree**
- **Strongly Disagree**

---

8. At our organisation, Trainings include General Problem solving skills, broader knowledge of the company business, Social & Communication skills.

- **Strongly Agree**
- **Agree**
- **Neither agree nor disagree**
- **Disagree**
- **Strongly Disagree**
9. Our organisation helps us to develop the skills we need for the better accomplishment of our duties by conducting subject specific trainings or by sending us to conferences etc.

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly Disagree

10. I am satisfied and able to apply the skills and knowledge gained during the Trainings attended at my company.

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly Disagree

11. The training programs content are always relevant to the latest needs of our work and business.

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly Disagree
12. Our company invests in employee’s development and education encouraging their personal and professional growth in an extensive manner (ex. - partial/full sponsorship of undergraduate degrees, Post graduate courses, diploma, language courses etc.)

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly Disagree

13. Employees are assigned with more challenging & fresh handed jobs to charge their enthusiasm and skill advancement.

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly Disagree

14. At our organisation, feedback of training is duly recorded, and the training program is evaluated by participants.

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly Disagree
HR Performance Management System

15. Organisation conducts a formal procedure of transparent and objective performance appraisal system

- [ ] Strongly Agree
- [ ] Agree
- [ ] Neither agree nor disagree
- [ ] Disagree
- [ ] Strongly Disagree

16. Competency based performance appraisals are carried out at regular time intervals.

- [ ] Strongly Agree
- [ ] Agree
- [ ] Neither agree nor disagree
- [ ] Disagree
- [ ] Strongly Disagree

17. Performance Appraisal at my work place contributes to enhance the job skill of employees and identifies their developmental needs required to support their career objectives

- [ ] Strongly Agree
- [ ] Agree
- [ ] Neither agree nor disagree
- [ ] Disagree
- [ ] Strongly Disagree
18. At our organisation, standards of targets & Key Result Areas are set realistically and
designed considering the views of concerned employees

- **Strongly Agree**
- **Agree**
- **Neither agree nor disagree**
- **Disagree**
- **Strongly Disagree**

19. The company shares criteria of performance appraisal and its subsequent results &
feedback from management with all individual employees.

- **Strongly Agree**
- **Agree**
- **Neither agree nor disagree**
- **Disagree**
- **Strongly Disagree**

20. The decisions regarding Promotions & Salary increases are taken based on the formal
Competency – based performance appraisal

- **Strongly Agree**
- **Agree**
- **Neither agree nor disagree**
- **Disagree**
- **Strongly Disagree**
HR Compensation and Benefits

21. Employees are getting paid adequately according to their work responsibilities and results achieved.

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly Disagree

22. Our organisation provides Incentives such as Bonuses, Promotions, Commissioned activities etc. to motivate better performance

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly Disagree

23. The organisation I work for makes all payments due to employees well in time.

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly Disagree
24. There is provision of Awards & Recognition programmes for the employees.

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly Disagree

25. The salary provided to me is according to my qualification, trainings undertaken and skills I possess.

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly Disagree

26. The remuneration provided to employee of our company is comparable to the ones provided at the similar work profiles at other companies in industry

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly Disagree
27. At our organisation, profit sharing/employee share ownership/gain sharing design is accessible to the employees.

- [ ] Strongly Agree
- [ ] Agree
- [ ] Neither agree nor disagree
- [ ] Disagree
- [ ] Strongly Disagree

28. We are motivated by the existing prevailing incentives and reward system to perform better in our work areas.

- [ ] Strongly Agree
- [ ] Agree
- [ ] Neither agree nor disagree
- [ ] Disagree
- [ ] Strongly Disagree

29. For good performers of the organisation, there are adequate growth opportunities available at our organisation.

- [ ] Strongly Agree
- [ ] Agree
- [ ] Neither agree nor disagree
- [ ] Disagree
- [ ] Strongly Disagree
30. At our organisation, individual employee’s goal and values are strongly considered.

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<tr>
<td><strong>Strongly Disagree</strong></td>
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Hindi Questionnaire

QUESTIONNAIRE
HR Practices of Private Dairy Companies for Operational Level

Name of the organization:

Gender: ☐ Male ☐ Female
Age Group: ☐ 10-30 ☐ 30-50 ☐ 50-70

1. कंपनी व्यापक से बाहरी और अंतर्गत भर्ती प्रक्रियाओं के बारे में जानकारी प्रसारित करती है

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly Disagree

2. भर्ती के दौरान, कंपनी, आवेदकों को संगठन, कार्यक्रमाली और चयन प्रक्रिया के मानदंड के बारे में पर्याप्त जानकारी प्रदान करती है

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly Disagree

3. संगठन प्रतियोगी चयन प्रक्रियाओं द्वारा सर्वोत्तम और सक्षम लोगों को लाने का ईमानदार उद्देश्य रखती है

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly Disagree

4. कंपनी उम्मीदवारों के चयन के लिये विभिन्न तरीकों का प्रयोग करती है जैसे लिखित परीक्षा, समूह चर्चा, साक्षात्कार आदि।

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly Disagree

5. हमारे संगठन में परीक्षा स्कोर और शैक्षिक योग्यता उम्मीदवार के चयन के लिए संक्षिप्त आधार हैं।

☐ Strongly Agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly Disagree
6. चयन प्रक्रिया के अंत में, प्रत्येक परीक्षा के परिणाम उम्मीदवारों को बताया जाता है।

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7. हमारे संगठन में, कर्मचारियों की ट्रेनिंग की जरूरत को समय-समय पर पहचानी जाती है और उनका यह मूल्यांकन परफॉर्मेंस अप्रेज़ल के आधार पर किया जाता है।

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<tr>
<th>Strongly Agree</th>
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8. कंपनी की ट्रेनिंग में काम के संबंधित समस्याएं हल करने के कौशल, कंपनी के व्यवसाय का व्यापक जान, सामाजिक और पत्र-व्यवहार कौशल शामिल किया जाता है।

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<th>Strongly Agree</th>
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<th>Neither agree nor disagree</th>
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9. हमारी कंपनी विशेष ट्रेनिंग का आयोजन करके या समावेश आदि में भेजकर हमारे विभाग-संबंधी कल्पना की बेहतर उपलब्धि के लिए आवश्यक कौशल विकसित करने में हमारी सहायता करती है।

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<th>Strongly Agree</th>
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10. में संतुष्ट हूं और मेरी कंपनी के ट्रेनिंग के दौरान प्राप्त कौशल और जान को लागू करने में सक्षम हूं।

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<th>Strongly Agree</th>
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<th>Neither agree nor disagree</th>
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<th>Strongly Disagree</th>
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11. प्रशिक्षण कार्यक्रम सामाजिक हमेशा हमारे काम की नवीनतम आवश्यकताओं के अनुसार होती है।

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<th>Strongly Agree</th>
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<th>Neither agree nor disagree</th>
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12. हमारी कंपनी कर्मचारियों के विकास और शिक्षा में निवेश करती है जिससे वे अपने व्यक्तिगत और व्यावसायिक विकास में भी सुधार कर सकते हैं (उदाहरणार्थ - अंडरग्रेजुएट डिग्री, पोस्ट ग्रेजुएट कोर्स, हिप्पोलामा, भाषा पाठ्यक्रम आदि का आंशिक / पूर्ण आर्थिक प्रायोजन)।

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<th>Neither agree nor disagree</th>
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13. कर्मचारियों को उनके उत्साह और कौशल उन्नति को चार्ज करने के लिए अधिक चुनौतीपूर्ण और नवीन कार्य के साथ सौंपा जाता है।

| Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree |
14. हमारे संगठन में, प्रशिक्षण की प्रतिक्रिया ठीक से दर्ज की जाती है, और प्रशिक्षण कार्यक्रम का मूल्यांकन प्रतिभागियों द्वारा किया जाता है

| Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree |

15. संगठन पारदर्शी और निष्पक्ष परफॉर्मेंस अप्रेज़ल की औपचारिक प्रक्रिया का आयोजन करता है

| Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree |

16. योगदान आधारित परफॉर्मेंस अप्रेज़ल प्रक्रिया नियमित समय के अंतराल पर किया जाता है

| Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree |

17. मेरे कार्यस्थल पर प्रदर्शन मूल्यांकन [परफॉर्मेंस अप्रेज़ल] कर्मचारियों के नौकरी कौशल को बढ़ाने के लिए योगदान देता है और अपने करियर के उद्देश्यों का समर्थन करने के लिए उनके विकास संबंधी आवश्यकताओं की पहचान करता है

| Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree |

18. हमारे संगठन में, लक्ष्यों और मुख्य परिणाम क्षेत्रों (KRA) के मानकों को वास्तविक रूप से सेट किया जाता है और संबंधित कर्मचारियों के विचारों पर विचार करने के बाद डिजाइन किया जाता है

| Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree |

19. प्रदर्शन मूल्यांकन के मानदंड, इसके बाद के परिणाम और प्रबंधन से प्रतिक्रिया सभी व्यक्तिगत कर्मचारी को सूचित की जाती है

| Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree |

20. सैलरी और वेतन वृद्धि के बारे में निर्णय औपचारिक योग्यता आधारित प्रदर्शन मूल्यांकन के आधार पर लिया जाता है

| Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree |

21. कर्मचारी अपने काम की जिम्मेदारियों और परिणाम प्राप्त करने के अनुसार पर्याप्त रूप से इंतजाम प्राप्त करते हैं

| Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree |
22. हमारा संगठन बेहतर प्रदर्शन के लिए प्रेरित करने के लिए बोनस, इन्सेंटिव्स, कमिशन संबंधित कार्य आदि जैसे प्रोत्साहन प्रदान करता है

| Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree |

23. जिस संगठन के लिए मैं काम करता हूँ वह कर्मचारियों के निश्चित समय पर भुगतान करता है

| Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree |

24. कर्मचारियों के लिए पुरस्कार एवं मान्यता कार्यक्रम का प्रावधान है

| Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree |

25. मुझे दिया गया वेतन मेरी शैक्षिक योग्यता, प्रशिक्षण और मेरे पास के कौशल के अनुसार है

| Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree |

26. हमारी कंपनी के कर्मचारी को दिया गया पारिश्रमिक, डेरी इंडस्ट्री की अन्य कंपनियों में समान कार्य प्रोफाइल पर काम करने वालों के साथ तुलनात्मक है

| Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree |

27. हमारे संगठन में लाभ साझेदारी/ कर्मचारी शेयर स्वामित्व/ लाभ साझेकरण डिजाइन कर्मचारियों के लिए सुलभ है

| Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree |

28. हम अपने प्रथमित प्रोत्साहनों और इनाम सिस्टम द्वारा हमारे काम के क्षेत्रों में बेहतर प्रदर्शन करने के लिए प्रेरित हैं

| Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree |

29. संगठन के अच्छे काम करने वालों के लिए, हमारे संगठन में पर्याप्त विकास अवसर उपलब्ध हैं

| Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree |

30. हमारे संगठन में व्यविधत वर्ग कर्मचारी के लक्ष्य और सूचनाओं को पूर्णतः ध्यान रखा जाता है

| Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree |
A Study on Human Resource Practices of Mother Dairy, Delhi

Shilpy Verma, Prof. Rajesh Mehrotra

Shilpy Verma, Research Scholar, School of Business and Management, JNU, Jaipur, India
shilpy.pdgm@gmail.com
Prof. Rajesh Mehrotra, Director, School of Business and Management, JNU, Jaipur, India
rajeshmehrotra7@rediff.com

Abstract— from past few decades the dairy industry is crucially concentrating on their human resource, as they are the most valued and most treasured assets as per latest studies. To assess the dairy sector Human Resource’s competitiveness, the performance analysis in this research looked at four functions; 1. Recruitment and Selection, 2. Training and development, 3. Performance Management System, 4. Compensation and Benefits. The organizations should carefully map the available HR while recruiting the candidates, because they provide the advantage for the company amongst industry. While training the candidate the organization has to look their competency area and provide appropriate training to them. The major aim of training is to improve the performance of human resource working in dairy sector. Compensation & Benefits act as a major base for company’s rate of recruitment, Retention graph & overall employee satisfaction in the organization. Dairy organizations are advancing modern HR Practices due to the entry of multinational companies. The aim of the paper is to study the Human Resource Practices followed at Mother Dairy Private Limited, which is currently considered the best company as a complete organization in Indian Dairy Industry. The best HR Practices availability in organizations makes them competitively advantageous and as well as they support the real life blood of the organizations, i.e. People.

This research studies the review of literature for HR Practices followed at organizations. The research was done using both primary and secondary data. Primary data was collected from 34 employees of Mother Dairy using offline questionnaire and the results were obtained from percentage method. The research findings reveal that Mother Dairy Fruits & Vegetables Private Limited follows benchmarking HR Practices and their people are satisfied with the organizational climate, supporting that their organization follows ethical policy for HR Practices.

II. REVIEW OF LITERATURE

The most of connection among HR practices are created at each employee behavior and attitude at the workplace level. The two possible reasons for the connection are: employee discretion/ job influence and social exchange. A detailed study of employees shows that organizational citizenship behavior has a positive impact on HRM practices, through an effect on perceived job influence or discretion. These findings from the study provided support for an opportunity explanation and job influence of HRM effects on employee behavior and attitudes [8].

Strategic insights and practical thinking that have influenced some of the world’s leading organizations. The business environment has become extremely competitive and continuous improvement is no longer an option but it is a necessity. The area of human resource function is one of the prime areas which can influence the optimization of available resources. An employee is undoubtedly Company’s greatest asset and requires attention. HR function needs to evolve itself with changing time. Outdated structures are needed to be kept out from the system to get the optimum productivity [9].
Motivation is essentially required to retain the employees who have the vision, skills and determination to adapt to a constantly changing world. Policies are required to be designed in order to attract, motivate & retain the employees who have the vision, skills and determination to deal with the external as well as internal environmental threats. There are number of ways in which organization can find and hold onto the benefit of HR for example developing intrinsic motivation, a better work-life balance, recognition of women's etc. [10].

The new training policy provided by corporate training centers is now a day considered as a source of competitive advantage for developing, retaining and attracting the valuable staff of organization. HR managers are using these training policies as a tool to attract, develop, and retain valuable human resources. The results of this study can be helpful for the growing number of companies choosing to create and reinforce corporate training centers. Hence the training policy attract and retain valuable employees this link between them can also be helpful for other companies that face limitations in wage policy. The training strategy is a prime tool to ensure motivation and retention at a comparative low price. The effectiveness of this tool could be seen and evaluated on the basis of the optimum productivity with reduced attrition rate in the organizations [11].

III. RESEARCH OBJECTIVES/SCOPE
OBJECTIVES OF THE STUDY
1) To study and analyze the Human Resource Practices followed at Mother Dairy Fruits & Vegetables Pvt Ltd.
2) To explore the benchmarking Human Resource practices to be followed in a Dairy Company.
3) To study the perception of employees towards the design and implementation of distinct HR activities.
4) To analyze the satisfactory level of the employees towards the Human Resource Practices of the organization.

SCOPE OF THE STUDY
The present research is confined to study the HR Practices followed at Mother Dairy Fruits & Vegetables Pvt Ltd. The study reveals the HR Practices followed in the organization.
1) Whether employees are satisfied with the current HR Practices?
2) Is the organization providing ethical process for HR Practices?
The organizational study of Mother Dairy private limited was done simultaneously with the study of standard Human Resource Practices.

IV. RESEARCH METHODOLOGY
Research design is defined as the specification of methods and procedures for accruing the information needed. It is a plan of organization frame for doing the collection of data. Data which is required for the study is collected from both the primary and secondary source [12]. Primary data was collected through survey method by distributing questionnaires to employees. The Mother Dairy Delhi has around 500 office based on roll operational level employee out of 500 employees sample size have been taken as 70 with the help of Convenience sampling method. But the filled questionnaire received from the respondents is 34.

Analysis of Opinion on Recruitment and Selection Process (Male VS Female)

<table>
<thead>
<tr>
<th>Designation</th>
<th>No of Employee</th>
<th>Contacted</th>
<th>Responded</th>
<th>Male</th>
<th>Female</th>
<th>10-30 Age Group</th>
<th>30-70 Age Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Staff</td>
<td>900</td>
<td>50</td>
<td>19</td>
<td>9</td>
<td>10</td>
<td>11</td>
<td>8</td>
</tr>
<tr>
<td>Plant Staff</td>
<td>1200</td>
<td>50</td>
<td>15</td>
<td>15</td>
<td>0</td>
<td>1</td>
<td>14</td>
</tr>
</tbody>
</table>

V. ANALYSIS AND INTERPRETATION
A. Analysis of Opinion on Recruitment and Selection Process of the Organization (Male VS Female)

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>No of Male</td>
<td>24</td>
<td>10</td>
</tr>
<tr>
<td>% of Male</td>
<td>84</td>
<td>72</td>
</tr>
<tr>
<td>No of Female</td>
<td>18</td>
<td>8</td>
</tr>
<tr>
<td>% of Female</td>
<td>66</td>
<td>32</td>
</tr>
</tbody>
</table>

Fig1: Analysis of Opinion on Recruitment and Selection Process (Male VS Female)

Interpretation: The survey depicts that around 86% of male employee’s opinion is good & very good about the recruitment and selection process of the company and 62% of female employee’s opinion is good & very good. 6% of male employee’s opinion is poor & very poor about the recruitment and selection process of the company and 20% of female employee’s opinion is poor & very poor. Rest all are in average category.
8. Analysis of Opinion on Training and Development process of the Organization (Male VS Female)

### Analysis of Opinion on Training and Development Process (Male VS Female)

<table>
<thead>
<tr>
<th></th>
<th>No of</th>
<th>% of Male</th>
<th>No of</th>
<th>% of Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>very good</td>
<td>4</td>
<td>17.19</td>
<td>3</td>
<td>25.00</td>
</tr>
<tr>
<td>good</td>
<td>15</td>
<td>62.50</td>
<td>5</td>
<td>47.50</td>
</tr>
<tr>
<td>average</td>
<td>3</td>
<td>12.50</td>
<td>2</td>
<td>20.00</td>
</tr>
<tr>
<td>poor</td>
<td>1</td>
<td>3.65</td>
<td>1</td>
<td>5.00</td>
</tr>
<tr>
<td>very poor</td>
<td>1</td>
<td>4.17</td>
<td>0</td>
<td>2.50</td>
</tr>
<tr>
<td>Total</td>
<td>24</td>
<td></td>
<td>10</td>
<td></td>
</tr>
</tbody>
</table>

**Fig2:** Analysis of Opinion on Training and Development Process (Male VS Female)

**Interpretation:** The survey depicts that around 80% of male employee’s opinion is very good & good about the Training and Development process of the company and about 73% of female employee’s opinion is very good & good. And 7.81% of male employee’s opinion is poor & very poor about the Training and Development process of the company and 7.5% of female employee’s opinion is poor & very poor. Rest all are in average category.

C. Analysis of Opinion on Performance Management System of the Organization (Male VS Female)

### Analysis of Opinion on Performance Management System (Male VS Female)

<table>
<thead>
<tr>
<th></th>
<th>No of</th>
<th>% of Male</th>
<th>No of</th>
<th>% of Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>very good</td>
<td>5</td>
<td>20.14</td>
<td>1</td>
<td>6.67</td>
</tr>
<tr>
<td>good</td>
<td>13</td>
<td>52.78</td>
<td>6</td>
<td>56.67</td>
</tr>
<tr>
<td>average</td>
<td>4</td>
<td>15.97</td>
<td>3</td>
<td>28.33</td>
</tr>
<tr>
<td>poor</td>
<td>2</td>
<td>6.94</td>
<td>1</td>
<td>8.33</td>
</tr>
<tr>
<td>very poor</td>
<td>1</td>
<td>4.17</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>Total</td>
<td>24</td>
<td></td>
<td>10</td>
<td></td>
</tr>
</tbody>
</table>

**Fig3:** Analysis of Opinion on Performance Management System (Male VS Female)

**Interpretation:** The survey depicts that around 73% of male employee’s opinion is very good & good about the Performance Management System of the company and around 62% of female employee’s opinion is very good & good. Around 11% of male employee’s opinion is poor & very poor about the Performance Management System of the company and around 8% of female employee’s opinion is poor & very poor. Rest all are in average category.

D. Analysis of Opinion on Compensation and Benefit Process of the Organization (Male VS Female)

### Analysis of Opinion on Compensation and Benefit Process (Male VS Female)

<table>
<thead>
<tr>
<th></th>
<th>No of</th>
<th>% of Male</th>
<th>No of</th>
<th>% of Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>very good</td>
<td>5</td>
<td>18.75</td>
<td>1</td>
<td>14.00</td>
</tr>
<tr>
<td>good</td>
<td>14</td>
<td>59.58</td>
<td>4</td>
<td>36.00</td>
</tr>
<tr>
<td>average</td>
<td>2</td>
<td>9.58</td>
<td>3</td>
<td>30.00</td>
</tr>
<tr>
<td>poor</td>
<td>2</td>
<td>8.33</td>
<td>2</td>
<td>20.00</td>
</tr>
<tr>
<td>very poor</td>
<td>1</td>
<td>3.75</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>Total</td>
<td>24</td>
<td></td>
<td>10</td>
<td></td>
</tr>
</tbody>
</table>

**Fig4:** Analysis of Opinion on Performance Management System (Male VS Female)
Interpretation: The survey depicts that around 78% of male employees’ opinion is very good & good about the Compensation and Benefit process of the company and 50% of female employees’ opinion is very good & good. Around 12% of male employees’ opinion is poor & very poor about the Compensation and Benefit process of the company and 20% of female employees’ opinion is poor & very poor. Rest all are in average category.

E. Analysis of Opinion on Recruitment and Selection Process of the Organization (Fresher VS Experienced)

Analysis of Opinion on Recruitment and Selection Process (Fresher VS Experienced)

<table>
<thead>
<tr>
<th></th>
<th>no of 10-30 age</th>
<th>% of 10-30 age</th>
<th>no of 30-70 age</th>
<th>% of 30-70 age</th>
</tr>
</thead>
<tbody>
<tr>
<td>very good</td>
<td>3</td>
<td>20.83</td>
<td>6</td>
<td>29.22</td>
</tr>
<tr>
<td>good</td>
<td>5</td>
<td>44.44</td>
<td>13</td>
<td>60.78</td>
</tr>
<tr>
<td>average</td>
<td>2</td>
<td>18.06</td>
<td>2</td>
<td>6.08</td>
</tr>
<tr>
<td>poor</td>
<td>2</td>
<td>15.28</td>
<td>1</td>
<td>1.47</td>
</tr>
<tr>
<td>very poor</td>
<td>0</td>
<td>1.39</td>
<td>1</td>
<td>2.45</td>
</tr>
<tr>
<td>Total</td>
<td>12</td>
<td>22</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Fig5: Analysis of Opinion on Recruitment and Selection Process (Fresher VS Experienced)

Interpretation: The survey depicts that around 65% of employee’s opinion of age group 10-30 is very good & good about the Recruitment and Selection process of the company and around 89% of employee’s opinion of age group 30-70 is very good & good. Around 9% of employee’s opinion of age group 10-30 is very poor & poor about the Recruitment and Selection process of the company and 4.5% of employee’s opinion of age group 30-70 is very poor & poor.

F. Analysis of Opinion on Training and Development process of the Organization (Fresher VS Experienced)

Analysis of Opinion on Training and Development Process (Fresher VS Experienced)

<table>
<thead>
<tr>
<th></th>
<th>no of 10-30 age</th>
<th>% of 10-30 age</th>
<th>no of 30-70 age</th>
<th>% of 30-70 age</th>
</tr>
</thead>
<tbody>
<tr>
<td>very good</td>
<td>1</td>
<td>6.94</td>
<td>5</td>
<td>24.31</td>
</tr>
<tr>
<td>good</td>
<td>5</td>
<td>38.89</td>
<td>14</td>
<td>64.90</td>
</tr>
<tr>
<td>average</td>
<td>6</td>
<td>45.83</td>
<td>2</td>
<td>4.41</td>
</tr>
<tr>
<td>poor</td>
<td>1</td>
<td>8.33</td>
<td>2</td>
<td>4.50</td>
</tr>
<tr>
<td>very poor</td>
<td>0</td>
<td>0.00</td>
<td>1</td>
<td>2.94</td>
</tr>
<tr>
<td>Total</td>
<td>12</td>
<td>22</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Fig6: Analysis of Opinion on Training and Development Process (Fresher VS Experienced)

Interpretation: The survey depicts that around 65% of employee’s opinion of age group 10-30 is very good & good about the Training and Development process of the company and around 89% of employee’s opinion of age group 30-70 is very good & good. Around 9% of employee’s opinion of age group 10-30 is very poor & poor about the Training and Development process of the company and 4.5% of employee’s opinion of age group 30-70 is very poor & poor.

G. Analysis of Opinion on Performance Management System of the Organization (Fresher VS Experienced)

Analysis of Opinion on Performance Management System (Fresher VS Experienced)

<table>
<thead>
<tr>
<th></th>
<th>no of 10-30 age</th>
<th>% of 10-30 age</th>
<th>no of 30-70 age</th>
<th>% of 30-70 age</th>
</tr>
</thead>
<tbody>
<tr>
<td>very good</td>
<td>1</td>
<td>6.94</td>
<td>5</td>
<td>24.31</td>
</tr>
<tr>
<td>good</td>
<td>5</td>
<td>38.89</td>
<td>14</td>
<td>64.90</td>
</tr>
<tr>
<td>average</td>
<td>6</td>
<td>45.83</td>
<td>2</td>
<td>4.41</td>
</tr>
<tr>
<td>poor</td>
<td>1</td>
<td>8.33</td>
<td>2</td>
<td>4.50</td>
</tr>
<tr>
<td>very poor</td>
<td>0</td>
<td>0.00</td>
<td>1</td>
<td>2.94</td>
</tr>
<tr>
<td>Total</td>
<td>12</td>
<td>22</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
VI. FINDINGS

1) 86% of male respondents and 62% of female respondent said that the HR recruitment and selection process is good & very good in the company.
2) 80% of male respondents and 73% of female respondent said that the HR training and development process is good & very good in the company.
3) 73% of male respondents and 63% of female respondent said that the HR performance management system is good & very good in the company.
4) 78% of male respondents and 50% of female respondent said that the HR compensation and benefits process is good & very good in the company.
5) 65% of respondents of age group 10-30 and 90% of respondent of age group 30-70 said that the HR recruitment and selection process is good & very good in the company.
6) 65% of respondents of age group 10-30 and 89% of respondent of age group 30-70 said that the HR training and development process is good & very good in the company.
7) 46% of respondents of age group 10-30 and 89% of respondent of age group 30-70 said that the HR performance management system is good & very good in the company.
8) 64% of respondents of age group 10-30 and 85% of respondent of age group 30-70 said that the HR compensation and benefits process is good & very good in the company.
9) 92% of male respondent are mostly satisfied with candidate selection process like written tests, Group Discussion, Interviews etc.
10) 90% of female respondent and 84% of respondent of age group 10-30 are mostly satisfied with objective of attracting competent people by conducting competitive selection processes
11) 90% of respondent of age group 30-70 are mostly satisfied with the way company widely circulates information regarding both external & internal recruitment processes
12) 92% of male respondent and 84% of respondent of age group 10-30 and 89% of respondent of age group 30-70 are mostly satisfied with the way organization, feedback of training is duly recorded, and the training program is evaluated by participants
13) 100% of female respondent are mostly satisfied with organization Trainings that include General Problem solving skills, broader knowledge of the company business, Social & Communication skills
14) 80% of male respondent are mostly satisfied with Performance Appraisal which contributes to enhance the job skill of employees and identifies their developmental needs required to support their career objectives
15) 80% of female respondent are mostly satisfied with company shares criteria of performance appraisal and...
16) 75% of respondent of age group 10-30 and 83% of respondent of age group 30-70 are mostly satisfied with the process that, standards of targets & Key Result Areas are set realistically and designed considering the views of concerned employees
17) 92% of female and male employees and 100% of employee of age group 30-70 are mostly satisfied with payment done on time.
18) 92% of respondents of age group 10-30 are mostly satisfied with, individual employee’s goal and values are strongly considered.

VII. RECOMMENDATION
1) The management of company can increase its scope of HR Practices through accepting and adopting the new practices emerging globally, making it more suitable for female staff.
2) Human Resource strategies can be further rejuvenated and designed in order to provide better growth opportunities to young generation employees.
3) They may also follow new HR application based tools for better recruitment, selection, training, performance management and compensation practices.
4) The member of the HR Practice committee may comprise of more techno savvy people. So that innovative new applications can be used in HR activities for quicker execution and enhanced accuracy.
5) It is suggested that the HR department may approach to take more inputs from various departmental heads while designing as well as following any of new HR Practices, as the departmental heads can directly analyze and project the output of these practices through their technical knowledge relating to the job of their particular department.

VIII. LIMITATION OF THE STUDY
1) Collecting data properly from employees become difficult due to the time constraint.
2) Busy schedule of the employees also effected to some extent.
3) There is a chance for bias in the information given by the respondents.
4) The study was based on sample hence results were not fully absolute.

IX. CONCLUSION
The study was conducted among the workers of Mother Dairy Fruits & Vegetables Private Ltd, Delhi covering 34 respondents. The data was collected by means of questionnaire and classified to analyze carefully by all appropriate means. From the analysis, it has been found that the most of the employees in the company were satisfied but modifications are required to stay competitive in the changing scenario of HR processes and trends of industry that has a great impact on working of the company as a fresh blood, to support the entrance of new ideas into the company. HR Practices implementation is found standard and the company’s HR department is doing well in placing the correct HR Practices for employees, along with filling their requirement for all levels of positions. Hence, some of the suggestions were mentioned to enhance the organizational strategies, procedures and implementations.

X. FUTURE WORK
The study was based on the four major HR functions but there is a scope to study other supporting HR functions as well like Industrial Relations, compliance regulations, Safety and Hazards etc. Parallel organizational study not only at Mother Dairy private limited but considering the remaining Dairy Industry companies may be conducted. Researchers may also find the linkage between the different HR practices with the other practices like organization performance, employee satisfaction etc. to explore further possibilities for better Human Resource Management.

ACKNOWLEDGMENT
S. V. Author wants to thank Prof. Rajesh Mehrotra, Guide and Director, School of Business and Management, JNU, Jaipur for his continual guidance, encouragement and kind advice at every step.

We wish to thank Nagrajan Sivaramakrishnan, MD – Mother Dairy for his kind permission to allow us to conduct the research survey with the employees of Mother Dairy. We also express our sincere gratitude to Kiran Singh, Head HR, Mother Dairy for her guidance and support throughout the Data Collection at the organisation.

REFERENCES
AUTHOR’S DETAILS

Shilpy Verma received the B.Sc. Honors in Biotechnology from Sam Higginbottom University of Agriculture, Technology & Sciences, Allahabad in 2011, PGDM (HR & Marketing) from Chandragupta Institute of Management, Patna in 2013 and currently a Research Scholar at School of Business and Management, JNU, Jaipur; she has more than four years of working experience in Paayas Milk Producer Company Ltd., Jaipur.

Prof. Rajesh Mehrotra is currently working as Director, School of Business and Management, JNU, Jaipur; he has more than 18 years of experience in the field of Marketing Management and carries a rich Academic Experience of more than 10 ten years.
Abstract
For today’s era of competitive organisations all around in Private Sector, there are incredible number of pressures on Human Resource Management system, to help their firm navigate through the multiplying transitions, e.g. - Increasing Globalisation, rapid technological change, neck to neck competition; organisational changes viz. organisational alliances, new structures and hierarchies, fangled ways of assigning work & a very high level of talented employee expectations. In order to play this role, HR essentially seeks to update its pace of modernisation & clearly needs to adopt latest technologies to avail best information for management. Analysis of large size employee records is the spine of Human Resource management, which is used as a basis of strategic layers. With the effective application of analytical approach, HR can build a remarkable strategic business partnership with the organisation, giving two significant outcomes: increased organisational efficiency and a highly satisfied workforce by formulating strategic human resource designs.

This study attempts to inspect the outlook of Managers and Human resource personnel towards the resultants of Analytics application in Human resource management and study the imperative roles of analytics in managing workforce strategically by facilitating HR to design and execute growth promoting Human Resource practises for the company. Present study “Role of Analytics in Renovating Human Resource Management”, with the help of Primary and Secondary Information, explores Analytics role and significance for Human Resource Management.

Keywords: Human Resource Management, Analytics, Strategic HRM, Planning, Retention, Human Resource Practises.

1. INTRODUCTION
Human Resource management can be defined as a complete course of acquiring, developing, positioning, and maintaining the skilled human capital, it is an art of managing people in an organisation in order to achieve its goal in the best effective and efficient manner.

Though in the current century most of the organizations are technology driven, still human resource stand as a root need to run these technologies, proving themselves as the most vital & dynamic resources of any organization [1].

A well framed HR Analytics works as a base line for the accomplishment of HR system being a strategic business partner of the organisation by leading its focus from merely personnel management to a full-fledged Human Resource Management.

Human Resource analytics works as the application of sophisticated data mining and business analytics techniques for human resources information of organisation. If concluded broadly, it is figuring out the what, why, when, where and how of HR functions like planning, retention, recruitment, training, performance management, compensation and rewards.

Within HR system, a number of information & time wise data keeps flowing like Employee Age, Academic history, prior experience, demographics, undertaken trainings, previous performance ratings, skill areas, etc. HR Analytics puts all this internal data in combination with the external data sources using relevant advanced techniques, & helps the Human Resource Management by giving a complete clear picture used to make strategically better decisions.

2. PROBLEM STATEMENT
The researcher has proposed the study on “Role of Analytics in Renovating Human Resource Management” with respect to a producer company A. The selected organisation is of a large size in terms of size, area and manpower requirement.

Post-secondary study, need for conducting this type of study was reflected to highlight an inevitable requirement of an
advanced & Focused Analytics for HR functions, so that tailored reports as per top management & middle level management can be extracted separately. As limited study has been conducted so far keeping the view of both Human Resource Professionals & Business Analysts to collectively answer questions like How Human Resource activities are dependent on Analytics, How HR focused Analytics can help in designing SHRM activities? What are the challenges for HR in future? Where Analytics would support in? Additionally so far in earlier research, the practical applications of distinct functions of HR Analytics & loopholes arising due to disintegration of the two departments has not been explored in context of producer companies of Rajasthan. Hence, the researcher was not able to correlate from the reviews found in secondary data and would like to proceed to this study with following objectives:

1. To identify the need of Analytics in the Human resource System in the competitive context.
2. To identify the various data analysis based activities and opportunities this can be adopted to improve the efficiency of Human Resource Management.
3. To explore the role played by Analytics with aim of Strategic HRM.

The focus would also be to identify some recommendations for HR Professionals regarding application of analytics.

3. LITERATURE REVIEW

Today strategic insights and practical thinking that have influenced some of the world’s leading organisations. As per their study, the business environment has become extremely competitive and continuous improvement is no longer an option but it is a necessity. The area of human resource function is one of the prime areas which can influence the optimization of available resources. Employees are undoubtedly Company’s greatest asset and require attention. HR function needs to evolve itself with changing time. Outdated structures are needed to be kept out from the system to get the optimum productivity [2].

The degree to which a training policy developed through corporate training centres is recognized as a source of competitive advantage for attracting, developing, and retaining valuable staff. The empirical test carried out in analysis confirmed that training policy, backed up by its corporate training centres, is perceived by HR managers as a tool that provides advantages to attract, develop, and retain valuable human resources. The results of this study can be helpful for the growing number of companies choosing to create and reinforce corporate training centres [3].

MIS role and support that it offers to SHRM activities in a way that how business MIS which so far is restricted to MIS department in the organization or in the common information portal of the organization can support HR department to design and process SHRM activities, which are need of the hour to grow in competitive environment [4].

In order to quickly test to see if your programs are aligned and focused on the primary purpose of HR. See if you can answer what is the primary mission of the organization & what talent is needed to meet the mission? If an organisation cannot answer these questions, they have some work to do [5].

Using the case-study examples of Dow and UnitedHealth Group and a selection of research papers, Alice Snell, vice president of Taleo Research, explored the ways in which you can help control HR’s financial burden. She highlighted four key areas where HR can cut costs as by accelerating the hiring process, reducing high turnover, avoiding exposure to legal implications & cutting the costs of temporary work [6].

An effective understanding of analytics as a decision craft tool grows with time and experience for most individuals, and the prevalence of more heuristic based decision making is still in vogue [7]. Therefore, analytics is a Dynamic concept, which keeps on evolving and changing with the course of time and revolution in surrounding business factors. It is a science of consistent interaction of information with organisational internal & external affairs in order to provide a best possible system to serve the business needs in most efficient manner.

Analytics is defined as an integrated system of man and machine for providing the information to support the operations, the management, and the decision-making function in the organization. Analytics deals with information that is systematically and routinely collected in accordance with a well-defined set of rules. In other words, data collection is a planned activity for which resources are allocated and rules are defined [8].

Analytics & Strategic Human Resource Management: Strategic human resource management’s key goal is to connect and support the strategic objectives of an organisation with the human resource function in order to improve business outcomes.

A structured HR Analytics function anchors the complete drive of Human resource from a discrete manpower handling department to a Strategic Human Resource Management (SHRM), which not merely adds an appreciated dimension to Human Resource, but also completely changes its efficiency for the overall success and growth of the organisation.

“Global human capital Trends” - Deloitte Press report 2015 bluntly puts that today’s HR is not keeping up with the pace of change in business. Today, there is a yawning gap between what business leaders want and the capabilities of HR to deliver, as suggested by the capability gap their survey found across regions and in different countries.
Organisations with structured HR Analytics protocol are growing & have shown tremendous outcomes in terms HR Branding, HR Consultancies, Human Capital Management, Brand Pull, Talent Acquisition, Leadership development etc. Likewise a recently held survey by MIT and IBM reported that companies with a high level of HR analytics had:

- 8% higher sales growth
- 24% higher net operating income
- 58% higher sales per employee [12]

But, as per study only companies of a certain size (turnover of 500 crore or more) make a concerted effort to maintain and update data necessary for efficacious use of analytics, and place this high on their priorities [7].

4. METHODOLOGY

We tried to investigate the perceptions of HR & MIS professionals towards the role of analytics in Human Resource Management. In order to understand the scope of Analytics in HR department of privately owned organisations, the study was conducted at Producer Company of Jaipur, Rajasthan having more than 300 on-roll employees & well-established HR & MIS departments. We conducted Focus Group Discussion (FGD) with a unique mix of similar and diverse groups to get an idea of their perceptions & views. The groups were chosen on a random basis with a view to include professionals from HR & MIS department including all age groups, gender, functions, work experience levels and past served separate companies to as to get robust perspective.

Unstructured discussions revolved around the Data Management, Report Making and changing needs of People related information during recent years due to drastic technological changes in private sector of India. FGDs were conducted with each group having 6-8 members in them. Their profile included a fair mix of HR & Analytics professionals of different age group & work experience levels.

Discussion begun with providing the subject with unstructured questions & continued with undisguised observations regarding role of Analytics in different functional requirements of Human Resource and how it can impact to improve the efficiency of several Human Resource practises.

Overall FGD collected the observation from a fair mix of young 20 – 30, middle aged 31-50 & elderly professionals of above 50 years, & from all hierarchy levels proportionally.

Research-Questions:
1. If HR Analytics is effective in improving the productivity of Human Resource Management in the context of Planning?
2. If HR Analytics is effective in improving the productivity of Human Resource Management for Retention?
3. If HR Analytics is effective in improving the productivity of Human Resource Management in the context of Recruitment & Selection?
4. If HR Analytics is effective in improving the productivity of Human Resource Management in the context of Training & Development?
5. If HR Analytics is effective in improving the productivity of Human Resource Management in the context of Compensation & Benefit?
6. If HR Analytics is effective in improving the productivity of Human Resource Management in the context of Performance Management System?

The discussion painted a clear picture of following analytics driven HR functions which can contribute directly to the success & growth of organisation, and highlighted the Potential of HR Analytics.

5. FINDINGS

5.1 Planning

The During the FGD, almost 100 % participants were in agreement that they always prefer a data based planning project to forecast the results of manpower structuration and policy formation.

Organogram Revision seeks refined & accurate human capital information in context of existing available employees & manpower needed in future for all individual departments. Around 75 % of HR FGD members were in the favour of conducting some form of data analysis such as head count/ FTE planning and workforce analysis for doing a strategic planning for the future needs. Predictive Analytics enables the company to anticipate the impacts of planned compensation and performance policies through deep analysis of previous behaviour and current working patterns of the employees. This predictive analysis was observed more attractive among the young age segment FGD members.

One of leading example of companies using it is the top growing IT companies like IBM & Oracle.

Measuring Intention vs. Action of employees – HR can use real time monitoring and analytics to separate employee
intention from action by analysis of social network channels, activities in side organisation, along with employee’s past achievements in respect of their targets and goals and other work management tools to produce predictions regarding future performance potential of current manpower.

5.2 Retention
It is a major challenge faced by HR, as human capital is complex and understanding it to a level of making direct decisions is not a simple task. As the critical part is not only to succeed in retaining these resources but also satisfying them to a level where they can provide maximised productivity. About 83% of Discussion participants suggested that HR analytics can help the HR personnel in simulating & selectively conducting important retention related efforts like Compensation Practice Review, Leadership and Supervision, Career Planning and Development, Alternative Work Schedule, improving working Conditions, Flexible Working Hours etc.
There have been improved retention outcomes, as well as a better ability to focus resources and programs where they need them. Analytics professional can support HR management to achieve this through the presentation of common metrics such as Employee turnover, past resignations record, involuntary turnover of employees etc. However, the differentiator is the ability to compare trends over time, across business units or between key groups of employees to the overall organizational outcomes. It is not the standalone metrics that brings the insight, but the ability to quickly build comparisons, identify trends and find outliers that makes the difference, which comes under the proficiencies of analytics officers.
Potential Employee Turnover is a crucial scale to be assessed using HR internal data to retain the high potential talent in the firm. In addition, the companies are using Clustering Algorithms to determine the common features of employees that are related to higher or lower retention rates. This insight means the right approach can be taken with the right employees, leading to better results at a lower overall cost [9].

5.3 Recruitment and Selection
It is the decision supporting analytics, which is more important for the Human Resource Management. More than 90% of FGD members supported that at the place of using the conventional thought prints method for recruitment & selection, an accurate analysis of psychometric tools and algorithm based intelligence will renovate the whole hiring process. People analytics/talent analytics will use the data mining to facilitate decision making for various activities of hiring system viz. recruitment marketing, interview question preparation, filtering suitable candidates, and determining the right candidates for retaining or promoting.
Around 60% of participants were in agreement of the concept that using Talent data to make recruitment decisions is directly proportional to future talent reservoir and efficiency of human capital in their concerned duties. Companies with big employee size, having multiple teams operating in scattered geographical locations, can be extremely benefitted with the availability of concrete flash reports of Talent needs offered by HR analytics. For example – if Marketing data of billing and sales is analyzed parallel with the company’s employee database, it will directly provide the clear vision of the areas that would be needing new manpower resource (with distinct skill set) in near future and those arrears which can conveniently afford manpower trimming without loss in revenue generation.
Modernized techniques like social monitoring and sentiment analysis of workforce can analyze the perceptions of discrete sections of the workforce. If other Human capital management and enterprise information is associated with this data, managers can develop innovative insights into top performers leading to excellent Internal Recruitment by fresh identification of upcoming success profiles. Retention

5.4 Training and Development
Each individual employee skill and capacity towards his role plays a vital role in achieving overall organisational goals in an efficient, cost effective & sustainable manner. Correctly accomplished Training Need Identification is the most crucial step towards the effort in bridging the gap between Company’s need and existing human resource. 71% of FGD participants supported that a strong analytical base is essential for designing the right Training and Development Course for the employees, which will make them perform up to company’s desired standard or to an expected level of job performance.
Analytics can help HR to develop the people in right way by identifying training needs on both small and larger levels. On a larger scale, analytics can explore the big picture predictions about the needs of company. This will help to assess the exact need and help to make the right decisions regarding what would be the best manner to bring new skills in the organisation. If the HR managers get to know that one certain need is going to come at a specified period, it will give ample of time for low cost arrangement of skill training of existing employees rather than hiring new staffs at short notice and handing over the project works to a newly comer. Moreover HR analytics also specifies whether that skill set
is a short term requirements, in case of which hiring a contractor can be a much cost effective way than putting huge input in an expensive training. On a smaller scale, talent data analysis can help to examine the training requirements of individuals and facilitates in advance arrangements of training material and coordination. In addition to that proper Training & Development Evaluation of undertaken course is mandatory to be recorded and referred in next course for the consistent improvement in their efficacy and relevancy for business needs. Proper feedback & training material (Presentations & Reading Material) record is useful for the continuous improvisation of Training & Development system towards the achievement of ideal human capital for the company.

5.5 Performance Management System

During FGD undisguised observation, it was found that where MIS Professional were more concerned about the time saving & accuracy of Information, HR professional were more inclined towards the application and decision supporting aspect of the data analysis. More than 85 % of FGD members agreed in an exhaustive discussion that investing in good Analytics system inside HR department can significantly contribute to promote & improve employee effectiveness in the organisation. Analytics based tools for Performance Measurement viz. Work Quality Metrics, Work Quantity Metrics; Work efficiency Metrics & Organisational performance metrics can multiply the accuracy, effectiveness & dynamism of the complete Performance Management Cycle of HRM by several manifolds. E.g. Google’s people analytics team developed formulae to make staff promotion decision and found it 90 % correct in directing the management to the right decision. Although the discussion panel also suggested that decisions that are to be framed for people must be only backed with information by data, but ultimately has to be finalised by people only. In 2011 Google people analytics team used HR data analytics to evaluate the qualities of Best & Worst managers. But the team didn’t use this data to get rid of those managers but was used to improve their performance [10]. Thus it shows that big data management and scrutiny objectively used for Performance Management of employees will specifically assist to Plan, Monitor & review work objective/goals and employee’s overall contribution to the business outcomes.

5.6 Compensation & Benefits

Getting the collective response from the FGD members, around 75 % suggestions concluded that Compensation decision is one of the key factors towards an employee’s satisfaction and value institution. A cohesive internal & external datasets based analytical approach will only act as a firm ground on which such decisions can be rightly drafted. Salary Benchmarking, as per current salary prevailing at similar function & position in the industry should be identified and applied. The main objective of Compensation and Benefits is to achieve highest possible level of Employee Value Proposition, which includes both Financial and Non – Financial rewards & benefits.

Finalising the best suited financial rewards policy demands to set an analytical based equation, which stands both economically sustainable as well as cohesive with the long – term strategy. Further, Experience Fitment Grid is used to evaluate the fitment of candidate for those salary grades and positions to be allocated. During the recent years, modern companies are focusing on Conjoint Analysis to determine the exact match between organisation’s contribution & employee’s expectations. It aids the Human Resource Management to frame a best alignment between what company is spending and what an employee is valuing.

<table>
<thead>
<tr>
<th>Application of Analytics in HR Functions</th>
<th>Currently Using</th>
<th>Planning to Use</th>
<th>No Plans to Use</th>
</tr>
</thead>
<tbody>
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<td>Planning</td>
<td>38%</td>
<td>38%</td>
<td>25%</td>
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6. CONCLUSION & RECOMMENDATIONS

As per findings of secondary study, below are the few decisions making questions which HR Analytics helps find answers to:

1) Figure out the reason behind a high turnover in a certain team?
2) Why is the top talent quitting at a higher rate than others?
3) How to improve productivity of a team?
4) Skill-gaps in the organization and how to fill those?
5) The effectiveness of the employee orientation (or similar) program?
6) Predict the right people to hire for a specific role?
7) Predict and manage attrition rate?
8) What drives employees across gender, age, country, etc.?
9) Does the performance rating system actually reflect employee performance?
10) How to attract a more diverse workforce?

Thus, HR Analytics has benefits across reactive, proactive, strategic and predictive decision-making.

As per this research, following HR Analytics related implementations are recommended for an improved business aligned Human Resource System:

1. To align Business goal oriented Human Resource system, both HR & Analytics functions should club their processes as an integrated approach in all three segments viz. designing of policies, implementing HR practices and being an overall service provider.
2. Creating value in Human capital - To motivate and engage the workforce, companies should use HR analytics based strategies to ensure the development of employees at an individual level, so that they can be developed to their best. This would not only engage and satisfy the Human Capital but will also bring the maximum productivity towards the business goal.
3. HR analytics team should inform the HR management regarding the diverse strategic HR activities followed by competitor firms of the industry. Respective impact of these activities can be evaluated by analytics team with respect to the current and future manpower conditions of the organisation. Post this evaluation, appropriate innovations can be standardised and taken up in the company.
4. There should a regular practice of assessment of the information received by HR from different departments against those required in future, done by analytics team. And this predictive metrics should be shared and reviewed by Human Resource and Other departments for their internal evaluation and action based decision making.
5. By analytically evaluating the available and possible talent pull, company’s Human Capital supply should be maximised with highest conceivable efficiency.
6. Social & behavioural predictions should be applied to estimate the behavioural skill set required in upcoming manpower to be able to work as a community in the company.
7. An integrated system must be run for designing and development of HR and Analytics function to introduce stronger and adept HRM activities with integrated capabilities, which can cater to both information collection and service provider for the workforce.
8. HR analytics function should serve as a centralised source for information needed by HR management, enabling it to act a strategic business partner for the organisation.

Thus the research strongly recommends an analytics integrated Human Resource Management, that can work as a strategic business partner to the company and aid to utmost efficiency towards Company’s maximum revenue generation.
REFERENCES


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