CHAPTER ONE

INTRODUCTION
The private dairy industry of India has accomplished immense growth in last ten years. The culture in dairy farming is improved multiple times due to new entrants of corporate players, new dairy products and latest technology installation. In this stage of agricultural sector up-gradation, the makers of HR policy & practices need to better formulate the strategies and devise policies which can prove to be best suited. The literature across the world has taken a priority shift from land, labour and capital to human intellect, expertise and skills for better economic results. The continuous rising scarcity of resources and highly competitive market demands extraordinary human skills to efficiently utilize the resources.

Dairy development department can formulate best HR practices with the help of dairy professionals who are highly trained and this can further impact milk processors, farmers, and performance. The effective HR planning can help the dairy officers to increase performance of private and public sector dairy industry and may contribute in overall economic and social goals of the country. The entire dairy sector employs both full time and part time employees because of less mechanization in the dairy farming. Even on sufficiently mechanized farms, competent and specialized human resource is highly needed, such as health management, vaccination, treatment, and assistance to calving female cattle. The organisations in the dairy segment often invest in manpower by hiring more and more staff while ignoring the fact that equally important are the optimum levels of training, mixing of disciplines and experience level of employees. As a result, many of Indian Dairy Companies are facing the problem of either over - staffing or under –staffing, as well as unequal distribution of experts. Therefore, careful and strategic planning for an optimum level of human resources is the fundamental challenge faced by majority of dairy companies in India and there is a basic need of streamlining the process with
time to time measurement and regular enhancement in Human Resource Practises.

Today, the main business objectives in dairy industry are to engage and recognize the best talent, to ensure the retention of capable employee, and to ensure the adequate existence of motivated and new workforce since there has been scarcity of judgemental skills over the past few decades due to improper technology and manpower. The maturity in recruitment efforts is still missing in majority of Indian organizations and they still rely on old process and technology for hiring. India has become one of the main revolution hubs of this century due to extension of high-technology industries over the past few decades. This has created a growth in the rate of employment in the technology sector, hence also increases the chance of implications for Human Resource Management in general.

Though when it comes to India, Benchmarking of Human Resource Practices still need to gain its momentum and there is long way to go. Benchmarking in now a profession in HRM and it is evolving as an important and unique job function.

The most affecting hindrance for HR manager in retaining the perfect set of employees in the organization is their rigidity towards change, the lack of tested ideas, and the limited opportunity to learn from other industries hinders the effectiveness of their strategy in retaining the perfect set of employees in the organisation. The thoughts and practices shared during the recent years has highlighted the increasing importance of the Benchmarking Human Resource Practise function as a part of HR’s planned gift to the business.
1.1 Background of the Problem and It’s Identification

Growing Dairy Sector

In last three decades, the milk production in world has drastically increased by more than 50%. Compared to 500 million tonnes in 1983 it has become 769 million tonnes in 2013. India has been changed from a milk importer country to the world’s leading milk exporter and producer, with overall production exceeding 146 million tonnes in 2015-16 compared to 22 million tonnes in 1970-71. India was among the largest importers of dairy products during 1950-60, importing about 40% of milk. The major decision to achieve self-containment in milk production was made in 1963-64, when our commercial milk powder import has reached its peak of 53,000 tons. This concerned policy makers and a decision was made and the major decision came in the middle of 1960’s with the establishment of National Dairy Development Board (NDDB) to supervise dairy development in the country.

With the onset of Green revolution under the supervision of M.S. Swaminathan – Father of Green Revolution in India, by the introduction of a new kind of rice in the 1960s the Green Revolution began to provide adequate food to the increasing population. In 1968, the HYV - High Yielding Variety seeds showed the huge success of the program. To encourage the farmers, a collaborative attempt was made through appropriate price support mechanisms. To ensuring the farming’s profitability the minimum support prices for sugarcane and food were declared. The power to agriculture especially for irrigation has increased dramatically due to rural electricity.

With the continuation of this massive rural development in India, National Dairy Development Board (NDDB) had initiated the first development
programme Operation Flood (1970–1996) as world's largest and most successful dairy development programs, it mainly focused on dairy development activities & lead to development of 15 state federations, 177 District unions and 1, 28,799 village cooperative societies. This initiative resulted in linking of urban markets to rural milk areas by developing a village cooperative network for marketing and procuring milk. The productivity and production of milk have been enhanced by farmer education, Artificial Insemination, Ration Balancing and veterinary services. This investment provided a better return, promoting production gains of 4–5% per annum.

However, that growth had slumped down to 3.1% in 2013-14 according to Food and Agriculture Organization (FAO), raising cause for concern. The main reason in decline in investment in the dairy sector was the end of the Operation Flood initiative. In the past two 5-year plans, the allocation for dairy development by Central and state government has diminished.

But then in 2014-15 FAO announced India as the world’s largest milk producer, with 18% of global production, followed by the United States of America, China, Pakistan, and Brazil. India had bagged a growth of 6.26 % in Milk production whereas world’s Milk production has grown by 3.1 %

![India's Milk Production has gone over 150 percent in 25 years](source: NDDB Website)
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<th>Plan</th>
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<td>2007-08 to 2010-12</td>
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<td>12th Five Year Plan</td>
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*Figure 2: Annual growth rate on milk production in India (source: NDDB Website)*

Hence still there has been a large variation in annual growth rate of milk production in India, which needs to be stabilized with a proper HR practice. A mutually-dependent non-profit system of milk collection, processing, transportation, and distribution is required for favourable outcome in the dairy industry. In a nut shell, all of these require better Policies and Practices to be followed by Government and organizations to fulfil the overall requirement.

The findings from this study might serve as triggers for the design of more effective HR methods for addressing HR challenges and also hoping that it will contribute to accelerate the development of the Private dairy Sector. This study highlights the major differences in formulating and implementing the HR practices among the private dairy companies of Jaipur versus Mother Dairy Delhi. This will help in bringing transparency in HR system and help to develop and grow the organization’s human resources. Another need of a good organizational manpower status is Good quality and context-rich training which are generally avoided by private entrepreneurs. However they prefer internal trainings delivered to staff by seniors or internal experts and they invest heavily on it. Through the findings of survey and interview of social entrepreneurs, this report shares more on such issues.
The study comprises an offline questionnaire based survey followed by in-depth interviews. All of the private sector companies mentioned in this study is in different stages of their Company life cycle and operating in different parts of urban and rural market of India.

**Milk Market Dynamics and Private Play**

The overall production of milk in India is approx. 400 million (Ltr/day) of milk, out of these 400 million (Ltr/day), 160 million (Ltr/day) is retained by producers (48%) for their own consumption. Out of remaining 240 million (Ltr/day), which counts for 52%, the private sector e.g. Danone, Nestle etc and the organised sector - such as Mother Dairy, Amul and Nandini uses only 70 million litres per day, and rest 170 million (Ltr/day) of milk stays with the unorganised sector, consisting of conventional Doodhwalas. The value of Indian milk economy is worth 5 trillion rupees and it is further increasing at a CAGR of 15-16%. However, out of 5 trillion rupees the organized milk economy, is worth only 800 billion rupees.

Several private sector companies such as Britannia, Prabhat Dairy and Parag milk food set up their dairy business in the late 1990s. In 2014-2015, 29% of marketable milk was processed by the organized sector, of which private players processed 57% and cooperative the rest. In value term, 80% of Indian dairy industry is dominated by organized sector. The sector has attracted over 900 crore rupees of private equity investments.

Over the past few years, though, a couple of things have changed to make the market vastly more attractive to new players. Firstly dips in global dairy consumption while up in Indian consumption. India's per capita consumption of milk at 97 litres a year is way below that of western countries like the US (285
Ltr/yr.), EU (281 Ltr/yr.). However the growth rate of milk demand in India per capita is 4.5% as compared to global per capita consumption of 1.5%.

The second and most important reason is that the consumption of value-added products by the urban consumer of India is increasing drastically, which provide more profits to dairy companies as compared to raw milk. The new players got the chance to emerge in this fixed market of basic milk, butter, cheese and ice cream for many decades with new product offerings. Finally, despite the decline of global milk prices due to over production, the basic milk and value added product is still increasing in size in Indian market.

Although the dairy sector keeps a very high stake in overall GDP of the country still, the government budgeting received to it is significantly less than the agriculture sector. Also, there has been no attempt to invest money in the development of unconventional and value-added products and to streamline and
support the informal sector. Thus, it is judgemental to concentrate on areas for local dairy development.

The traditional policy of the government was favourable to the expansion of cooperatives. However, in recent years, increasing freedom in dairy sector by government has motivated private investment in dairy. Nowadays, both the private & public sector drives the production marketing. An important part of Indian dairy industry consists of millions of negligible and small farmers who own 2 to 4 animals and produce an average of 5 litres per day, known as small holder farmers. Livestock development in general and dairy development activities, in particular, are key examples of poor development strategies because livestock distribution is much fairer than land distribution. Thus, to reduce the scarcity of money of smallholder farmer in the dairy industry there need some major changes.

The following points characterize HR-related issues faced by Indian dairy cooperative sector, calling for urgent attention, are as follows:

1. The most important and complicated problem in dairy is manpower recruitment and training since most of the staff in dairy sector was hired during Operation Flood movement and they are at their retirement stage. However, the young professionals are not hired to fill the gap. Most employees are hired on contract basis.

2. Due to inadequate compensation and career growth the managerial officials are difficult to attracting and retaining to manage the business and human

3. The productive environment and status of the most of the milk employer is lowering, which stop quality persons to join the organisations and to attract young talent to control dairy incident. Moreover, the professionals are exposed to highly politicize cooperative leadership. In such situation
either an employee will leave the company or stay in the pressure. In both cases it is harmful to business.

4. Generally milk organization consider HR as administration issue and believe that It should be handled by administration department hence, no succession plan was sketched for it. This is resulting in the low motivation of officers/staff. In last 5yrs there were notices no diversification and growth in most of the milk which is restricting the career growth of the employee working within the organisation.

5. Training and capacity building strategy to build competent professional, especially in middle and higher management is missing in most of the milk unions.

To assess the dairy sector’s competitiveness, a performance analysis in this study looked at four major factors: 1. Recruitment and Selection, 2. Training and development, 3. Performance Management system, 4. Compensation and Benefit.

1. **Recruitment and Selection**

The best practices can bring valued results if incorporated in the job description and job specifications of dairy professional/officers. The study has made this significant attempt and developed a job description and job specifications, which may help the officers to act on best HR practices.

2. **Training and development**

The training of dairy professionals consumes huge budgets of livestock and dairy development department, Government of the India. The spending of such mammoth amount could be at risk if training modules are launched without adequate research. This research made an effort to highlight the exact training needs of dairy professionals. The research-based training programs will add
high values to the training and intensify its impact on the stakeholders, especially the farmer.

3. Performance Management system

The performance appraisal needs to identify different performance indicators for various dairy professionals working in different capacities. It is important to develop a yardstick to measure the performance of HR working in an organizational hierarchy. The research will also throw light on the performance appraisal systems and will propose effective guidelines to formulate it.

4. Compensation and Benefit

Including both monetary and non-monetary components, Compensation & Benefits act as a major base for company’s rate of recruitment, Retention graph & overall employee satisfaction in the organisation. In order to remain competitive in the dairy industry, a company needs to attain a standard level of attractive, promising yet budget supporting practices of compensation and benefits.
**The problem statement**

Many human resource writers have described Human resource as the most important resource of an organisation. People differ in all aspects, which are their character, personality and the ability to achieve goals. People are in constant demand, but, cannot be easily replaced by technology or moved around like finance. A systematic approach to apply human resource practice is needed to ensure that the manpower capital of a dairy company is comprised of the proper people in proper place at proper time to deliver high valued services.

The issue of Human Resource Practices raises series of questions. For instance:

- How effective is Human Resource Practices in the Dairy Department?
- How efficient is the design of Human Resource Practices at the Dairy Company?
- How do they address human capital challenges that hinder the process of service delivery capability and involvement at the Dairy Department?
- How much employees at Dairy Organisation are satisfied with the existing Human Resource system?

Due to less awareness of best human resource practices, the dairy sector of Indian organization has been underutilized and uncompetitive in the world market. What are the best HR practices that can improve the situation in private dairy companies is the question, demands comprehensive research for the answer.
Organisation of the Study

Finally, this research report develops and recommends policy guidelines for policy makers’ along with managerial implications and proposes future pathway of research. The study makes a significant contribution in the available literature and source of insights for the world of practices in private dairy sector.

The structure of study was split into seven chapters. Chapter one is the introduction, which outlines the background to the study & identification of the problem; It also provided a brief background of the study area, Dairy Department. At the end of Chapter one consist of the review of literature from various works related to the topic from both published and unpublished sources, journal, books, references and online materials.

Chapter two consist of the methodology of research in details, objective, universe, scope, period and limitations of the study and the organisation of the study. Chapter two describes the method used for this study research design, research population, sampling procedure, data gathering instrument, method of data analysis etc.

Chapter three gives brief profile of companies to be used in this study.

Chapter four, five and six focused on the comparative analysis, discussion and presentation of Human Resource Practises of private Dairy Companies of Jaipur i.e. Lotus Dairy, Reliance Dairy and Shri Vardhman Dairy respectively vis a vis Mother Dairy, Delhi.

Chapter Seven presents summary of the study and also draw Conclusions and future Suggestions from the analysis.
1.2 Literature Review & Research Gap

The long term success and health of any organization majorly depends upon the holding of important employees and Human Resource plays an important role in retaining these employees. Though the current century organizations are technology driven, still human resource stand as a root need to run these technologies, proving themselves as the most vital & dynamic resources for any organization.

1.2.1 Human Resource Management

The research literatures reviewed in this section attempt to understand in depth the participation of HR department in the organisation and explore the potentials of Human Resource Management towards the strategized development. Marsh (1989) described the role of process modelling, had studied that knowledge of the differences and similarities among the various generations in the workforce can help organizational leaders make important decisions about human resource policies and practices. You are aiming to develop a job description for a new role. However, rather than looking at a variety of sample job descriptions now, it's much more useful to carefully think about what you want in the role, without bothering about the suggestion people provide in their job description. While Jenster & Pedersen (2000) focused into Outsourcing—facts and fiction & opine that companies have grown beyond their protected national markets to compete in the global market, however fast growing competitive market and short-term life cycle of product forcing companies to present their product in large number of market to gain reasonable return on investment before the product reaches its end stage. For the development of global executives, McCall & Hellenbeck (2002) provided insight, based on extensive research including: the nature of global work, the
seven major competencies and five key developmental experiences of these executives, challenges of leveraging these experiences, and relating implications.

Rynes et al. (2002) focus into HR Professionals point of view about effective human resource practices, had presented the following statement to 959 members of the Society for Human Resource Management (SHRM): “Surveys that directly ask employees how important pay is to them are likely to overestimate pay’s true importance in actual decisions”.

Dessler (2003) explored Human resource management by presenting a very comprehensive overview of the field. He has briefly explained the following subjects in his book: essential role of human resource management, equal chances and the law; placement and recruitment which further includes the analysis of job; interviewing candidates; employee testing selection recruiting, training and development which further includes appraising and managing performance and essential organizational renewal, compensation which further includes establishing essential pay plans and financial incentives based on performance of individual employees, labour relations which further includes collective bargaining and employee safety & health. This also includes cases, activities, discussion questions, glossary, summaries, recent research findings, and illustrations of practices in high-performance companies.

Berger & Berger (2004) provided insight in the book about the talent management concept as a systematic, proactive approach to the integration of business and organizational planning, succession planning, performance improvement, assessment, competency enhancement, and career growth. The author has explained the development of a talent management plan and process; the four steps to creating a system; how competencies create economic value; searching essential key talent in the organization; and much more.
Hailey et al. (2005) described the role of HR Department in organisational performance by highlighting that HR professionals must be both strategic and operational. Because as a result of the adoption of increasingly essential roles for HR, much control for people-centred HRM— is being devolved to line management, who face the ground level difficulties

Randall (2005) focused into a Quarter-Century Review of Human Resource Management in United States of America, had studied that essential Human Resource Management suggest a managerial orientation that make sure that human resources are hired in a manner likely to the achievement of organizational goals and mission. The concept of essential Human Resource Management (SHRM) evolved in the 1990s with an increasing importance on a proactive, integrative and value-driven approach to human resource management.

Steve (2005) aimed at creating the indispensable HR function; the study says that Human Resources (HR) can include a broad spectrum of specialties within organizations. Some examples of specialties include the recruitment policy, safety, payroll, performance management, and training and development. In small scale organizations, the HR professional may take care of all of those specialties while in large scale organizations, each specialty has its own separate department.

Inkson (2008) explained the significance of Human Resources and their distinct reflection from the context of organisations, presenting employees as passive commodities or assets rather than as active agents. Possibly, based on career studies, each employee is an active agent who is making use of all the available resources of employing organisations to chase their own goals.

Rutaisire & Gahima (2009) explored Policy and research in a post conflict context: Issues and challenges in the implementation of the Rwandan Teacher
Development and Management Policy had assessed the relationship between policy development and research evidence with specific reference to the Rwandan Teacher Development and Management Policy which was established in 2005. The main aim is to spotlight the difficulty of executing a large-scale system change in the particular condition of a small African nation coming out from a recent period of intense conflict.

Snape & Redman (2010) examined the relationship between HRM practices conceptualized at the workplace level, and individual employee attitudes and behaviour through a multi-level analysis.

Wright & McMahan (2011) highlighted that strategic HRM focuses on several issues including the fit between human resource management practices and organizational strategic goals, the integration of human resource management in the organizational strategic management, the involvement of human resource function in senior management teams, the delegation of human resource practices to line managers and taking of essential approach to employee selection, performance appraisal, compensation and the value that is added to the organizational production by HRM. It has also been considered as the modelling of organized human resource deployments and activities intentioned to enable an organization to reach its goals. The authors further found that Line managers lead to continuously deal with the factors which are critical to the success of organization. Characterisation of HRM reflects the more intense levels of national, regional & global competition. These environmental forces require speed, quality, innovation & globalization for firms wishing to survive the battle field of international competition.
1.2.2 Human Resource Management at Dairy Company

Managing human capital is crucially important in the changing scenario of Dairy Industry, where it is facing rapid changes in technology, system upgradation as well as talent prediction. Gundling (2003) focused on the concept of Working Globe Smart: 12 People Skills for Doing Business Across borders, clarifies common pitfalls in interacting with foreign equivalent and provide solutions designed around 12 people skills: establishing a quality of being trusted and belief; giving and receiving feedback; receiving information; understanding people; building worldwide teamwork; training and development; selling; discussing a settlement; essential planning; knowledge transfer; featuring new methods; and controlling change. The book is based on inputs from experienced country and regional experts. This includes numerous examples, charts, tables and appendixes. Concentrating towards Indian scenario, Karmakar & Banerjee (2006) described the Opportunities and challenges in the Indian dairy industry, Study highlights that about 60% of domestic milk consumption in India is in liquid form with an even share of 50-50 across rural and urban areas.

Norman (2006) investigated the dynamic changes at Northern Foods: Regulating HR master plan to face the challenges of a constantly developing market, Explains how the organization’s HR function has enabled significant change and ensured its crucial role in renovating & rejuvenating the company’s future.

Waite (2006) focus into Joining up HR for maximum contribution, had studied that other companies realize that HR managers contribute more directly in handling of their most valuable assets, taking care a number of task including: recruitment; interview; providing, presenting, and delivering medical, dental, vision, life, and other ancillary benefits; job training; initiating tools and
direction for management reviews; initiating programs for retention and growth of employees; and reviewing and selecting technology to support HR functions, to name a few. Each of these, in fact, contributes greatly to the bottom line when all hard and soft costs of doing business are considered. This issue of Strategic HR Review looked at the above mentioned ways HR can provide added value to the business.

Waite (2007) explores an innovative demand - Could HR do more with new technology, and studied that HR can heighten its role and increase strategic input by using technology to better access, manage, and report on information. But, as with any industry, it is hard to cut through the disarrangement and publicity surrounding suggested solutions to choose the best technology to meet organizational requirements. The study also suggested ways for HR to harness new social-media tools (such as blogs, wikis and podcasts) to provide a practical benefit to the business.

Maurice & Labrecque (2008) studied the dynamics of companies of Functional foods; Study highlights increasing awareness among Dairy & Food consumers. Four concepts were identified: the nature of food, health benefits, functions and regular consumption.

Enda (2010) point at Employee-focused research in HRM, This paper states that employee-focused research should examine the prospects for ‘employment upgrading’ in sectors identified by poor job quality. In spite of fact that, the disclosure of differentiation-focused market segments is leading to higher job quality at a number of firms.

Walmsley et al. (2012) highlighted the concept of Improving Global Health: a win-win for leadership development and a fairer world, HR director and HR Access Solutions, uses his career experiences and the experiences of a leading
automotive manufacturer to examine changing workforce expectations and to make recommendations on how to manage this latest HR hurdle. A number of models have been designed specifically for short term planning systems, such as in the emergencies services and call centres, many of these have been announced to have reached big gains.

Anatoliy (2014) explored Competitive benchmarking technique for “the followers” by studying the case of Ukrainian Dairies, has proposed a step by step technique for the execution of competitive standards in an industrial company. The paper demonstrates how the managers can use benchmarking technique practically in business functions, what steps should be taken to identify the benchmark and improve the productivity. It is evident that the subsequent results of this research can be used to finalise competitive benchmarking for several industries.

Sjogren & Syrja (2015) describe in detail the Regulation compliance in small Finnish companies, study helps to learn more about how regulation affects small business in the Finnish context. The authors create a structure for grasping owner-managers’ attitudes towards business law formulation. It is authors’ understanding that not enough is known about how small firms make essential choices that drive business in a highly control environment.

Huang et al. (2015) studied the Farmer organizations in China and India, explored the rapid changes going in the Agricultural sectors in India and China. Study shows that there is significant dynamics in the supply chain and increasing competition, due to opening of international market opportunities and domestic enlargement in the final developing economy. Traditional agriculture has major impacts over it due to this scenario, as it is being transformed and new dairy institutes are coming into existence. The study concludes that these
trends and changes have benefitted the producers and farmers and the most important aspect in future will be the objective of “Reaching the untapped”.

Sarkar (2015) focuses on How to build a comprehensive workplace: Successful diversity management goes beyond respecting with the letter of the law, had narrated the role of HR in designing a comprehensive workplace by describing how organizations can make a comprehensive workplace that mark the various needs of different employee groups.

Bamel et al. (2017) identified the Dimensions of role productiveness and managerial fruitfulness: proof from India, suggesting that Role productiveness dimensions like, role making, role centering & role linkage are significantly and positively related to the dimensions of managerial effectiveness. This concept is particularly important in the case of current transformation occurring in the work culture of Indian Dairy Companies and their organizational environments. The study advances the understanding of social cognitive theory and adaptive self – regulation processes in relation Role Efficacy and Managerial effectiveness.
1.2.3 Recruitment and Selection

The papers reviewed for Recruitment and selection section attempt to explore the possibilities and strategies adaptable for better hiring and appointing management in order to place right person at right place. Wiley (1992) aimed at Recruiting Strategies for Changing Times, had studied that flexibility is another important factor for candidates rather than seen in fixed interviews schedule. It provides strength to employee that they are future strength of organization. Decision should convey early and organization gives feedback to those employers which are unsuccessful. The organization creates a professional image by recruitment process.

Roselius & Kleiner (2000) explained the ideal procedure towards, How to hire employees effectively and highlighted that soon after interviews are completed, interviewers cooperatively choose the best candidate. If there are no suitable candidates, reconfigure the job so that the nature of the needed skills and training are somewhat similar and so that the comprehensive nature of the job becomes more common. Hire the candidate who most closely matched the requirements of the job and then plan for dedicated training to bring that person’s skills up to needed levels. In a relevant context, Susanne & Brian (2000) described in their study, How to effectively check references and perform background investigations of job applicants, had studied that if you are making an ad about a job requirement, make sure to mention the salary range and the minimum requirements. It might also make sense to specify what you don’t want (no one without industry experience, for example). Unclear job postings attract a number of non-fitted candidates. That may seem like the right tactic, but it actually makes hiring much harder. At the last you will receive far fewer qualified applicants than expected.
Church et al. (2001) focused into Manpower Deployment in Emergency Services, had developed many exceptional models for use in the emergency service in order to systematically place employee throughout each week. They come to know that workforce arrangement in such organisations is tangled by the need to include geographic coverage. Testing their model in San Francisco police service, they found it provided higher levels of officers on the street during periods of high demand, officer response times improved by 20 per cent and revenue from traffic violations increased by three million dollars. Although such short term models are concerned with planning they are not particularly relevant to the current context; they relate to operational management and the logistics of staff scheduling and have less to do with longer-term planning for future business.

Tipper (2004) advocated how to increase diversity through your recruitment practices, had found that a best designed recruitment process can attract new candidates and provide sign that there future is enhanced. Employee has positive thinking about the organization when found a clear link between recruitment and job. In structured interviews can help in how they behave and critical incident interviewing helpful such as team leadership and how they provide services to customer. It also helps company to gather information about the company’s to doing business.

Dubois & Rothwell (2004) explored more about Competency-Based Human Resource Management and found that competency-based HR management focuses first on the person and then on his or her outputs or results. With all aspects of HR integrated through competencies, rather than through jobs and work activities, the organization has a competency-based HR system. The authors present a strong business case for taking the competency-based approach to HRM. Operated by six business trends, the capability requirements
of most organizations are considered. In response to these trends, HR practitioners must assume authority for leading the way in their organizations to add value; the competency-based approach is the single most useful approach to achieving this central goal. For planning and implementing a customer-driven competency-based HR management project, a nine-step model is presented. This is the first of several action-oriented models the authors have developed. Six chapters representing nearly 55% of the book are dedicated to competency-based are: HR planning, recruitment and selection, training, performance management, rewards, and development.

When it comes to explaining practical ways to alter HR from transactional to essential, many HR professionals are at confusion on how to both start and sustain the process. Here, Steve Miranda (2005) explained the detailed ways to ensure your HR function becomes indispensable to the business.

Snell (2007) explained about Measuring the financial impact of HR: Defining and controlling the areas where HR adds cost and value, had studied 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 spotlight four major areas where HR can cut costs as by accelerating the hiring process, minimizing high turnover, avoiding exposure to legal implications & cutting the costs of temporary work.

Richard et al. (2010) explored beyond the basic background check: hiring the “right” employees, had studied that there usually is one or two candidates who clearly stand out as the most eligible for the job. However, it is amazing how much interviewers’ feeling can change once they all have an opportunity to carefully debate and accept all of the candidates. Be sure your approach to selecting the best candidate is a comprehensive and consistent approach.
Sahney et al. (2010) opinion about Quality framework in education through application of interpretive structural modelling: An administrative staff perspective in the Indian context, had studied that interviewing someone -- in or outside of your company -- who already has some of those competencies. Share your staffing plan and ask them to propose new skills.

Brown (2013) suggested regarding managing challenges in assisting business excellence, had insights into the hurdle faced by wealthy organisations in their expedition to build and maintain excellence and how they manage these. High employee turnover creates problem both for the organizations (Huang et al., 2006) as well as for their customers.
1.2.4 Training & Development

The literatures reviewed in this section attempt to find out the need, relevance of training the employees and the impact of the same towards business development, Rory (1992) agrees with the concept of putting the employees first, had studied that administering a questionnaire to the employee or employees can help. On the questionnaire, ask them to explain few practices and procedures to carry out the work or perform the role in the best possible way. Explain that the questionnaire is to help the trainer help the employees to perform a task or conduct a role better. Ideally, get advice from employees about what knowledge and skills are useful in delivering the best quality products or services to them. A generic list of capabilities may already exist for a role. For example, professional alliances sometimes provide generic lists. Garavan (1995) had explained a stakeholders approach to manage training and development, mainly strategic human resource development. Support two models of stakeholder management at the strategic level and also examines the issue of stakeholders at the operating level. A question is frequently asked from those individuals outside of HR is, “What is it like to work in HR?” Well, the answer to that question can vary greatly by HR professional and organization.

According to Reilly (1996), they are also surplus to the requirements of the workforce planning activity. Simple spreadsheet models, tailor-made and based on exact and complete data are all that is needed and Robinson (1997) focus into customer satisfaction: the Xerox Canada story, had studied that whilst the software packages tend to offer a number of benefits besides workforce planning, they are often expensive and HR software is frequently reported as being difficult to use.

Frankenfield & Kleiner (2000) highlighted Effective employment screening practices; had stated the reasons why companies should screen candidates, and
provides brief examples from industry. It has outlined a framework and system for screening. It covers the application interview, testing, drug testing, credit checks and referencing. Argues the need for preparation and that the investment is worthwhile in the long term. One of those, background screening, can help identify if your candidate is included in the 56% of applicants that provide false information on their resume. Background screening will also help protect your company from multiple risks.

Mitchell & Cropanzano (2001) explored Social exchange theory, had studied that organizations worldwide are now increasingly realizing the importance of retaining their talented workforce. In spite of its importance, only few studies have examined the topic of retention. Most of the previous studies (Mitchell et al., 2001; Spreitzer and Mishra, 2002; Steel et al., 2002; Eisenberger et al., 2002) concentrate more on turnover than holding. Observe an employee or employees in similar jobs as they perform a work or manage the role. What areas of knowledge do you see the employees using? What skills do you see the employees performing?

Gundling (2003) focused on twelve people skills required for performing business across borders, study clarifies common pitfalls in interacting with foreign equivalent and offers solutions structured around twelve people skills

Cufaude (2004) have highlighted, Are Your Employees Highly Engaged?, And suggested that in order to quickly test to see if your programs are aligned and concentrated on the main role of HR. See if you can explain what the main aim of the organization is & what talent is required to meet the aim? If an organisation cannot explain these questions, they have some work to do.

Mansvelt et al. (2009) studied Professional development: assuring quality in e-learning policy and practice, had studied through its survey and interviews
suggest there are numerous factors which both help and hinder quality of implementation of Policies into practices. Human Resource practices being ideally proportionate with Human Resource Policies are influenced by organisational structure, co-ordination, poorly developed and/or implemented policy, differences in managerial support, and individual beliefs and time allocation.

Nikandrou et al. (2009) looked inside trainee perceptions of training transfer, had found that fortunately, compliance is no longer is seen by many as the primary role of Human Resources and considered as just one of the roles. However, compliance is as important today as ever, especially considering the diversity of people in the workplace, including their diverse values, opinions and perspectives.

Stokker & Hallam (2009) aimed at right person, in the right job, with the right skills, at the right time: A workforce-planning model that goes beyond metrics, had studied that there is a small body of academic research which continues to refine complex models of workforce planning using complicated statistics. For example, Bordoloi & Matsuo (2001) developed a non-linear model which accounts for the different knowledge levels and training needs of entry-level staff. Applying their concept to a semi-conductor manufacturer they come to know that previous planning by the company had underestimated the ideal number of workers required in the top knowledge levels.

Basterretxea & Albizu (2011) examined whether the Training Policy Help to Attract, Retain, and Develop Valuable Human Resources? Analysis from the Mondragon Case, had discover the degree to which a training policy developed through corporate training centres is accepted as a source of competitive advantage for attracting, developing, and holding key staff. The real test done in analysis established that training policy, backed up by its corporate training
centres, is recognised by HR managers as a tool that provides benefit 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 strengthen corporate training centres.

Ghosh et al. (2012) aimed towards more effective training programmes: a study of trainer attributes, had studied that development is more than carrying information to employees -- it's leading and supporting them to develop that information into knowledge that can be applied as skills in order to achieve the goals of the organization and its people -- and it's guiding and supporting those people to learn at the same time.

Choudhary & Rangnekar (2017) had examined the relative impact of psychological Human Resource Department climate and Human Resource Department climate quality on organisational work participation. The results disclose that HRD climate strength moderates the psychological HRD climate and work engagement relationship but the interaction of HRD climate strength with HRD climate quality did not add further to the understanding of work engagement process. Practically, it concludes that it is essential to create a climate of human resource development in order to provide competitive advantage to the firm in terms of increased work participation levels among employees.
1.2.5 Performance Management System

The literatures reviewed in this section attempt to show case the dynamics, effecting factors, roll out and subsequent impact of performance rating and appraisal system in industry. Hoare (1996) described the appreciation for a system, study says that being in HR requires having a number of talents and is not for the faint of heart. The role brings with it the power to make a big collision on the lives of each individuals working for the company it’s most important assets and, simultaneously, can leave managers feeling less than appreciated when contributions to the bottom line are questioned. Perceptions of HR as a cost centre and others, described below, are merely myths that often surround HR and can prevent practitioners and companies from getting the most from this important role. Whereas, Sigler (1999) examined the provocation of employee retention; had looked at the length to which recognized intrinsic and extrinsic motivational variables affect the retention and reduction of employee turnover in the organization. It has been suggested that, there is often insufficient data regarding initial employee performance and the lack of incentives for better performers, who are often treated equally with under performers. It is better to consider the costs and benefits of using employment agencies.

Schuler (2000) described the internationalization of human resource management, had found that Line managers lead to continuously deal with the factors which are critical to the success of organization. Characterisation of HRM reflects the more intense levels of national, regional & global competition. Projected demographic, workforce figures anticipated legal & regulatory changes along with significant technological developments has translated the HRM practices through major changes in organizational strategy, structure, shape and technology. These environmental forces require speed,
quality, innovation & globalization for firms wishing to survive the battle field of international competition. These environmental forces have given rise to the need for understanding & utilizing knowledge in comparative HRM & SHRM. Critical is the difficulty of holding new employees covering the problems, costs and methods used to hold productive employees.

Karami et al. (2004) focused into Strategic human resource management and resource-based approach: the evidence from the British manufacturing industry, had studied the notion, that people management can be a key source of encouraged competitive advantage, calls for the combination of Human Resource Management (HRM) and business strategy. HRM is nowadays concerned with the relationship between strategic management and employee relations in the organisation and therefore strategic HRM concentrate on the final direction of the organisation in track of its predefined goals and objectives. Success of Human resource function in any of the organization is a by-product of the strategic interventions applied to the regular human resource functions. The overall objective of any HR policies should be achievement of business goals & thus alignment of HR policies to business policies through strategic interventions in the HRM functions is a requisite.

Khirallah & Owens (2004) provided a view into Evaluating the Upgrading of Technical Courses at Two-year Colleges, had provided an example that a workforce planning application by PeopleSoft Inc is a new addition to its Workforce Analytics suite that lets companies keep rankings of employees based on descriptions of their training and capabilities, comments by supervisors on performance and details about availability, location and other criteria. PeopleSoft has also designed a Business Analyzer Modeller, a spreadsheet like tool for creating outline to find the best employees and support for a project.
Mitchell (2005) describes the Social exchange theory; Departing employees take away a great deal of accumulated knowledge with them, ideal Performance Management, by providing optimum satisfaction can contribute to the smooth flow of this knowledge to the next employee.

Dickinson (2006) explored Employees' inclination for the bases of pay differentials, the qualitative approach of this study produces rich information about employee assumption of pay differentials in the context of present changes towards more individualised pay determination.

Larsson et al. (2007) described constructing inspirational capital through career concept and culture fit: The essential value of building motivation and retention; had disclose that 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 warning. A enhanced work-life balance; identification of women's different career trajectories and developing inherent motivation in employees are all ways in which organizations can find and hold onto the treasure of human resources.

Power et al. (2007) highlighted about adding value through outsourcing: Contribution of 3PL services to customer performance, had studied that the customers today have a wide array of goods and services to choose from, since more products and offerings are available. This may lead to decreased loyalty to a single product. Retire employees take away a great deal of gathered knowledge with them (Mitchell et al., 2001).

Study of Walmsley (2007) focus on playing the workforce generation game: Meeting the HR challenges of changing workforce expectations, had found that
some models have been designed specifically for use in particular contexts. Many organisations have developed their own models. For example, after exploring they required a different set planning tool to the existing one in the market, the American power company Duke Power, developed its own model based on the notion of ‘pivotal roles’, (i.e. jobs in the organisation which are basic to moving it forward) and the make-or-break capabilities beneath them (Laabs, 1996).

Using the kaleidoscope career model to examine age differences in work point of view, Sullivan et al. (2009) had studied that although many methods to workforce planning exist, the reality of such method depends on how easily they can be implemented and the ease with which they can be tailored to the situation at hand. The nature of the decision to be made, the timeliness, those involved and the context should determine which techniques to use (Reilly, 1996). The simplest approach may be the best since, as we shall see later in this review, workforce plans have often failed through attempting to do too much (Sullivan, 2002)

Study of Crossreff & Scopus (2010) call People as “A treasure too valuable to waste” and authors opine that Human resource management had provided 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. An employee is undoubtedly Company’s greatest asset and requires attention. HR function needs to evolve itself with changing time. Out-dated structures are needed to be kept out from the system to get the optimum productivity.
Sousa (2012) explained the diminishing effect of channel use on the standard faithful relationship in multi-channel e-services, had found that besides, the cost of replacing an employee is estimated to be twice an individual’s annual salary. Further, training and developing new recruits to bring them to the desired level of performance requires heavy investment in terms of time, money and other resources (Mitchell et al., 2001). An in-depth review of employee turnover costs helps managers to gain insight about the magnitude and determinants of this managerial challenge and assess the implications for organizational success.

Sheehan et al. (2016) describe the essential inference of HR role management in a changing environment; had studied that the cross-sectional nature of the study prevent making inferences about reason and would need to be replaced with a longitudinal design before stronger inferences could be drawn with regard to the relationships between the variables. Strength of the study however is the use of two sources of data to address the issue of common method variance. First, try philosophy of the understanding, skills and/or capabilities (competencies) that might be beneficial for someone to have in the job. Think about the results of your previous staffing planning.

Rao (2017) emphasised towards a modern HR philosophy focusing first into employee second into customers and third shareholders, placed an emphasis on this strategically philosophy and concluded that firms should treat their employees as “Assets” and convert them as the brand ambassadors of the company to meet the organisational goals and accomplish the business objective. Study states that it can be applied to the organisations of any size or industry. Moreover, leaders can also adopt this strategy to achieve organisational excellence.

Sanda & Arthur (2017) focused into Relational impact of authentic and transactional leadership styles on employee creativity: The role of work-related
flow and climate for innovation, had described the influence of authentic leadership and dealing style over the employee’s creativity in the firm. The paper also highlights the significant effect that climate of innovation and work related flow have on such influencing relationship and how it aids to enhance employee’s job performance. The study concludes that managers in the firms influence their subordinate or operational employee’s creativity by altering their leadership styles in accordance with the existing or upcoming situation to achieve goals.
1.2.6 Compensation & Benefits

Hong et al. (1995) explored the Impact of employee satisfaction on work motivation and productivity had revealed that everyone works in assumption of some honour, and benefit is one of them. Some of the notable consequences of this research paper are: employee welfare plan have larger influence on work-inspiration than on productivity; financial benefit plan are most highly valued by both management and workers; there is a cognitive gap between executive and worker on the significance of employee benefit programmes; different genders have different benefit demands. A number of models and tools are available to help organisations conduct workforce planning. Despite variations in terminology and the order of processes, most models are very much alike. Sims (2002) aimed towards Organizational Success through Effective Human Resources Management, had argued that the most important determinant of organizational success in coming decades will be people management. Accordingly, human resources are pivotal. The book covers all areas of HRM including: HRM and organization strategy; the legal environment; job analysis; recruiting and selection; human resources development; career growth; compensation and benefits; safety and physical fitness; labour association; and international HRM.

Dessler (2003) highlighted a framework of Human Resource Management; the book shows the realistic approach to be taken to follow ideal practices of Compensation & Benefits by giving a practical & concise mode to work with e.g. - initiating calculated pay plans; pay for performance; financial inducement; profit and services etc.

Sirota & Mischkind (2005) have studied the Enthusiastic Employee: How Companies Profit by Giving Workers What They wants; has demonstrated a clear relationship between financial performance and employee self-confidence.
Data disclose three dimensions of self-confidence, each having sub factors: 1) equity (job certainty, recompense, recognition), 2) achievement (organization purpose and principles, job enablement, job challenge, and feedback, recognition and reward, and 3) camaraderie (teamwork). Chapters are devoted to each of these subjects and provide illustrative examples. Furthermore, the authors have developed a People Performance Model consisting of: leadership; management practices; employee morale; individual performance, customer satisfaction; customer behaviour; and business performance. This includes a questionnaire and statistical tables.

Larsson et al. (2007) explained about building motivational capital through career concept and culture fit: The strategic value of developing motivation and retention; had revealed that 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 warning. A superior balance in work-life, identification of women's unfamiliar career trajectories and developing natural enthusiasm in employees are all ways in which organizations can look and hold onto the masterpiece of human resources.

Subsystem configuration: A model of master plan, context, and human resources management alignment, had studied that Human resources is a complex, many sided field that requires professionals to have the capability to organize priorities and excel at a number of tasks from the sometimes uninspired to the often motivated. Taggar et al. (2008) reveals about what to pay attention and what to delegate, standing on top of the recent trends in compensation and always having a finger on the nerves of employee relations. And, often, with so many misconceptions about HR, it involves staying ahead
of the curve through continuous education in an attempt to drive what the role will entail for the company.

Pegg (2009) have studied about generating participation through employee benefits, had spotlight the dissimilarity between the insight of employers/HR professionals and employees when it comes to the awareness and understanding of the benefits on offer and asks whether employees are really to blame if they fail to appreciate the true value of their employers' voluntary employee benefits. The article shows that positive movement is an important first move in order to manage diversity, but wealthy management of diversity goes beyond only observing with the letter of the law.

Hurst & Patterson (2014) found that essentially, workforce planning involves an analysis of the present workforce competencies, identification of the capability required in the future, a resemblance of the present workforce to future needs to identify capability gaps and excess, and the devising of plans for building the required workforce and evaluation. For a guide relevant to local jurisdiction workforce planning, please refer to the Employers' Organisation's ‘Workforce Planning Guidance for Local Authorities’.

Blumen (2015) had studied Employee benefits and high-tech fatherhood by saying that group benefits, for instance, are a major part of the compensation employers offer to attract and hold creative and deserving employees and keep the organization's competitive nature. The methods by which these compensation elements are derived and presented are keys to a company's success. Companies can save thousands in their cost if they are holding key employees rather than rehiring and training new employees. HR must be prepared to explain its case with a strong knowledge of its employee base and a rationalization of these types of transparent and non-transparent costs. Selecting the best tools requires assessing key factors, such as the ability to
grow and scale with the organization, Provide full ownership of the data, Simplify processes through wizards etc. Outsourcing has become a common practice for firms operating domestically as well as globally. The above changes have been summarized into three factors by Jenster & Pederson, 2000. Each of the factors is highly inter-related and difficult to separate from each other.

The authors further opine that practically, scholarship programs for minority members, diversity scorecards, mentoring programs, language assistance, diversity councils and support from relevant stakeholders can go a long way in ensuring an inclusive work environment. There is no such single method that fits to all in order to control outsourced operation. Different operation requires importance on different aspect of outsourcing potential if outsourcing is to deliver the predict benefits towards overall Human Resource Management.
Research Gap

Extensive literature review suggests that a greater extent of emphasis is required to be put on exhaustively identifying the antecedents and predictions of Benchmarking Human Resource Practises in India. Since engaging employees in structured frame is a pertinent issue, focused efforts need to be undertaken by business organizations in that direction. Dimensions and characteristics of rightly acquired Benchmarking Human Resource Practises are to be rightly identified and studied in context of Private Dairy companies of Jaipur. It seems limited studies have been done on the Private Dairy companies in our country. As when it comes to India, HR Benchmarking is still need to gain its momentum and there is long way to go. Therefore it was clear-cut to mark these gaps in the scope of this study.

Literature review reveals the importance of benchmarking Human resource practises to give organizations a sustainable reasonable edge. The analysis of the best HR practices and guidelines of implementation can help to gain the desired results. The absence of a methodology which measures the same also surfaced through literature review. These research gaps have been noted and will be marked throughout the study.

The study has explored and established that current HR status and practises followed have a multi-dimensional gap with the best practises and there is a need for further planning related initiatives to bridge this gap in Private Dairy companies of India. The researcher was not able to agree from the analysis concerning Human Resource Practises choose to take up by Private Dairy Companies of Jaipur. Therefore, the researcher has chosen the title “A Study of Human Resource Practises of Private Dairy Companies of Jaipur in context to Human Resource Practises of Mother Dairy”, hence would like to make a start for the investigation.
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